United Nations A/67/806

General Assembly

Distr.: General
21 March 2013

Original: English

**Sixty-seventh session**
Agenda item 163
**Financing of the African Union-United Nations Hybrid Operation in Darfur**

# Budget for the African Union-United Nations Hybrid Operation in Darfur for the period from 1 July 2013 to 30 June 2014

## Report of the Secretary-General

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*Summary*

The present report contains the budget for the African Union-United Nations Hybrid Operation in Darfur (UNAMID) for the period from 1 July 2013 to 30 June 2014, which amounts to $1,354,815,100.

Pursuant to Security Council resolution 2063 (2012), the reconfiguration of the Operation's uniformed personnel, to be conducted over a period of 12 to 18 months, will continue, marked by a substantial reduction in the authorized strength of its military component from 19,555 personnel to 16,200 and that of its police component from 3,772 United Nations police officers to 2,310 and from 19 formed police units to 17 of up to 140 personnel each. UNAMID will also continue to adjust its civilian component, as appropriate, to adapt to evolving priorities, resulting in the proposed reconfiguration of the support component and the proposed net reduction of 477 posts and positions (5 P-4, 10 P-3, 2 P-2, 7 Field Service, 397 national General Service and 56 United Nations Volunteer), the conversion of 40 United Nations Volunteer positions to national staff posts and the reclassification of two D-2 posts as D-1 posts.

During the budget period, UNAMID will, within its mandate and its deployed capabilities, focus its activities on the following key priorities: (a) protecting civilians across Darfur; (b) facilitating the unhindered delivery of humanitarian assistance throughout Darfur; (c) supporting the implementation of the Doha Document for Peace in Darfur, including the implementation of the framework for African Union and United Nations facilitation of the Darfur peace process; (d) strengthening support for the rule of law, governance and the protection of human rights, as well as supporting local conflict resolution mechanisms; and (e) facilitating the work of the United Nations country team and expert agencies relating to recovery and reconstruction in Darfur, through, inter alia, the provision of area security.

The budget provides for the deployment of 260 military observers, 15,940 military contingent personnel, 2,310 United Nations police officers, 2,380 formed police unit personnel, 1,262 international staff, 3,019 national staff, 520 United Nations Volunteers and 6 Government-provided personnel.

The proposed budget of $1,354,815,100 represents a reduction of $93.8 million, or 6.5 per cent, compared with the appropriation of $1,448,574,000 for the 2012/13 period. The decrease is attributable mainly to reduced requirements for military and police personnel owing to the reduction in authorized strength, the provision made for a supplemental payment to troop- and police-contributing countries in 2012/13, and the rotation of personnel using United Nations air assets. The overall decrease in requirements is also attributable to reduced requirements for civilian staff owing to a reduction in the staffing establishment and the lower exchange rate of local currency against the United States dollar during the period.

The total resource requirements for UNAMID for the financial period from 1 July 2013 to 30 June 2014 have been linked to the Operation's objective through a number of results-based frameworks, organized by component (peace process; security; rule of law, governance and human rights; humanitarian liaison and recovery; and support). The human resources of the Operation in terms of number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole.

The explanations of variances in levels of, both human and financial resources have been linked, where applicable, to specific outputs planned by the Operation.

## Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

| *Category* | *Expenditures (2011/12)* | *Apportionment (2012/13)* | *Cost estimates (2013/14)* | *Variance* | |
|---|---|---|---|---|---|
| | | | | *Amount* | *Percentage* |
| Military and police personnel | 727 502.1 | 672 848.9 | 602 277.0 | (70 571.9) | (10.5) |
| Civilian personnel | 317 014.9 | 314 101.2 | 294 441.3 | (19 659.9) | (6.3) |
| Operational costs | 571 323.1 | 461 623.9 | 458 096.8 | (3 527.1) | (0.8) |
| **Gross requirements** | **1 615 840.1** | **1 448 574.0** | **1 354 815.1** | **(93 758.9)** | **(6.5)** |
| Staff assessment income | 29 221.4 | 25 253.7 | 23 670.4 | (1 583.3) | (6.3) |
| **Net requirements** | **1 586 618.7** | **1 423 320.3** | **1 331 144.7** | **(92 175.6)** | **(6.5)** |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – |
| **Total requirements** | **1 615 840.1** | **1 448 574.0** | **1 354 815.1** | **(93 758.9)** | **(6.5)** |

**Human resources**[a]

| | Military observers | Military contingents | United Nations police | Formed police units | International staff | National staff[b] | Temporary position[c] | United Nations Volunteers | Government-provided personnel | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| **Executive direction and management** | | | | | | | | | | |
| Approved 2012/13 | – | – | – | – | 55 | 44 | – | 3 | – | **102** |
| Proposed 2013/14 | – | – | – | – | 57 | 44 | – | 3 | – | **104** |
| **Components** | | | | | | | | | | |
| Peace process | | | | | | | | | | |
| Approved 2012/13 | – | – | – | – | 98 | 166 | 23 | 20 | – | **307** |
| Proposed 2013/14 | – | – | – | – | 99 | 154 | 23 | 17 | – | **293** |
| Security | | | | | | | | | | |
| Approved 2012/13 | 260 | 19 295 | 3 772 | 2 660 | 37 | 652 | – | 8 | – | **26 684** |
| Proposed 2013/14 | 260 | 15 940 | 2 310 | 2 380 | 37 | 348 | – | 8 | – | **21 283** |
| Rule of law, governance and human rights | | | | | | | | | | |
| Approved 2012/13 | – | – | – | – | 88 | 152 | – | 44 | 6 | **290** |
| Proposed 2013/14 | – | – | – | – | 87 | 157 | – | 39 | 6 | **289** |
| Humanitarian liaison and recovery (formerly "Humanitarian, recovery and development liaison") | | | | | | | | | | |
| Approved 2012/13 | – | – | – | – | 23 | 20 | – | 12 | – | **55** |
| Proposed 2013/14 | – | – | – | – | 23 | 18 | – | 8 | – | **49** |
| Support[d] | | | | | | | | | | |
| Approved 2012/13 | – | – | – | – | 923 | 2 317 | 14 | 529 | – | **3 783** |
| Proposed 2013/14 | – | – | – | – | 880 | 2 245 | 3 | 445 | – | **3 573** |
| Regional Service Centre in Entebbe | | | | | | | | | | |
| Approved 2012/13 | – | – | – | – | 40 | 10 | – | – | – | **50** |
| Proposed 2013/14 | – | – | – | – | 57 | 49 | – | – | – | **106** |
| **Total** | | | | | | | | | | |
| Approved 2012/13 | 260 | 19 295 | 3 772 | 2 660 | 1 264 | 3 361 | 37 | 616 | 6 | **31 271** |
| Proposed 2013/14 | 260 | 15 940 | 2 310 | 2 380 | 1 240 | 3 015 | 26 | 520 | 6 | **25 697** |
| **Net change** | **–** | **(3 355)** | **(1 462)** | **(280)** | **(24)** | **(346)** | **(11)** | **(96)** | **–** | **(5 574)** |

[a] Represents level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance (22 international staff and 4 national staff temporary positions).
[d] Includes one P-5 post (Senior Field Security Coordination Officer) funded through a cost-sharing arrangement with the United Nations country team.

The actions to be taken by the General Assembly are set out in section IV of the present report.

# I. Mandate and planned results

## A. Overall

1. The mandate of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) was established by the Security Council in its resolution 1769 (2007). The most recent extension of the mandate was authorized by the Council in its resolution 2063 (2012), by which the Council extended the mandate until 31 July 2013.

2. The Operation is mandated to help the Security Council to achieve an overall objective, namely, a lasting political solution and sustained security in Darfur.

3. Within that overall objective, UNAMID will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (peace process; security; rule of law, governance and human rights; humanitarian liaison and recovery (formerly "humanitarian, recovery and development liaison"); and support), which are derived from the mandate of the Operation.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Operation, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNAMID in terms of number of personnel have been attributed to the individual components with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole. Variances in number of personnel compared with the 2012/13 budget, including reclassifications, have been explained under the respective components.

5. Unity of command and control and a single chain of command are enshrined in the Operation's reporting structure, whereby the Joint Special Representative of the Chairperson of the African Union Commission and of the Secretary-General of the United Nations has overall authority over UNAMID, oversees the implementation of its mandate and is responsible for the Operation's management and functioning, with principal support being provided by the Deputy Joint Special Representative (Political), the Deputy Joint Special Representative (Operations and Management), the Force Commander and the Police Commissioner.

6. The Joint Special Representative implements the strategic directives issued by the United Nations Under-Secretary-General for Peacekeeping Operations and the African Union Commissioner for Peace and Security and reports, through them, to the Secretary-General and the Chairperson of the African Union Commission, respectively. In accordance with the Abuja communiqué, the Force Commander and the Police Commissioner, both appointed by the African Union in consultation with the United Nations, report to the Joint Special Representative and exercise command and control over the military and police activities of the hybrid operation, respectively.

7. The Joint Mediation Support Team is supported by UNAMID. The Joint Chief Mediator, who is the head of the Team, reports to the Secretary-General through the Under-Secretary-General for Peacekeeping Operations and to the Chairperson of the

African Union Commission through the Commissioner for Peace and Security. The Joint Chief Mediator maintains close liaison with the Joint Special Representative, the Special Envoy of the Secretary-General for the Sudan and South Sudan, and other relevant stakeholders. The Joint Chief Mediator is entrusted with the African Union/United Nations-led political process and mediation efforts between the parties to the Darfur conflict, with a view to achieving a comprehensive political solution to the conflict.

8. The overall management of UNAMID is carried out on the basis of United Nations standards, principles and established practices. Backstopping and command and control structures for the Operation are provided by the United Nations. The Joint Support and Coordination Mechanism, with a dedicated staff capacity, has been established in Addis Ababa and tasked with liaison between the Department of Peacekeeping Operations of the United Nations Secretariat and the African Union Peace and Security Department on matters related to the deployment of UNAMID. All command and control structures and the main offices of the Operation are located in Darfur.

9. The Operation is organized into five sectors, with leadership and direction throughout the mission area provided from its headquarters, in El Fasher. Five regional offices, in El Fasher (co-located with the mission headquarters), Nyala, El Geneina, Zalingei and Al Da'ein, supervise and coordinate operations in the States of Northern, Southern, Western, Central and Eastern Darfur, respectively. The regional offices have a high degree of devolved day-to-day management responsibility within the policy framework developed jointly with the Operation's senior management team. The heads of all the regional offices report directly to the Chief of Staff. The Operation has also established offices in key locations outside Darfur, including the Khartoum Liaison Office and the Joint Support and Coordination Mechanism in Addis Ababa. Personnel from the military and police components maintain close liaison, communication and coordination with the United Nations Mission in South Sudan (UNMISS) and the United Nations Interim Security Force for Abyei (UNISFA), as appropriate to their respective mandates.

10. For its support activities, the Operation relies on its main logistics base in Nyala and on a number of structures established outside Darfur, including a support office in Port Sudan, which is the main port of entry for goods arriving by sea, and the Regional Service Centre in Entebbe, Uganda, which serves as a regional hub for common use by UNAMID and other field missions in the region.

## B. Planning assumptions and mission support initiatives

11. During the budget period, UNAMID will, within its mandate and its deployed capabilities, focus its activities on the following key priorities: (a) protecting civilians across Darfur; (b) facilitating the unhindered delivery of humanitarian assistance throughout Darfur; (c) supporting the implementation of the Doha Document for Peace in Darfur, including the implementation of the framework for African Union and United Nations facilitation of the Darfur peace process; (d) strengthening support for the rule of law, governance and the protection of human rights, as well as supporting local conflict resolution mechanisms; and (e) facilitating the work of the United Nations country team and expert agencies on

recovery and reconstruction in Darfur, through, inter alia, the provision of area security.

12. Pursuant to Security Council resolution 2063 (2012), the reconfiguration of the Operation's uniformed personnel will continue, marked by a substantial drawdown in its personnel strength for 2013/14. Over a period of 18 months starting on 1 July 2012, the authorized strength of the UNAMID military component will be reduced by 17.2 per cent (from 19,555 to 16,200 military personnel, comprising 260 military observers and 15,940 contingent personnel). Taking into account scheduled monthly reductions during the 2012/13 period and subsequent reductions during the first seven months of 2013/14, it is expected that 11 units will be repatriated, while additional enabling units (a well-drilling subunit, an infantry unit and a helicopter squadron) will be deployed. The authorized strength of the UNAMID police component will be reduced by 27.1 per cent (from 3,772 United Nations police officers to 2,310 and from 2,660 formed police personnel (representing 19 units of up to 140 personnel each) to 2,380 (representing 17 units of up to 140 personnel each)).

13. In order to further the objective of ensuring the effective and efficient use of resources to implement the Operation's mandate, the level of civilian staff will also be reduced, as a result of a comprehensive review of staffing, functions, organizational structures and reporting lines with a view to right-sizing the Operation and promoting a flexible structure to meet the requirements of future dynamics. The review is being undertaken in line with the recommendations made by the General Assembly in its resolution 66/264, with particular attention accorded to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mandate and that it reflects staffing best practices across missions. In addition, the review is taking into account the need to open the Al Da'ein sector office, the upgrading of the Zalingei office from a subsector to a full sector office and the increased deployment of civilian staff into deep-field locations, to team sites to support the functioning of an effective early warning and data-collection system. Other key factors being taken into consideration in the review of staffing include: (a) the feasibility of nationalizing functions currently carried out by the international and United Nations Volunteer staffing establishment, in order to enhance national capacity-building; (b) the anticipated increase in Arabic-speaking police officers, as requested by the Government of the Sudan, resulting in a significant reduction in the number of Language Assistants required by the Operation; (c) the potential for the outsourcing of ancillary functions, such as guard services, cleaning services and drivers, which could effectively be provided by the local economy; and (d) the continued difficulties in obtaining Sudanese entry visas for newly recruited international staff and United Nations Volunteers. Against this backdrop, the review of civilian personnel is taking into account the security context in which UNAMID currently operates in Darfur, as well as operational challenges that it currently faces. The review is exploring ways of ensuring the ability and the capacity of the Operation to efficiently deliver its mandate, while taking into consideration the dynamics in Darfur in the light of the implementation of the Doha Document for Peace in Darfur, the peace process and the protection-of-civilians strategy. The first phase of the review of civilian staffing was recently completed by UNAMID and resulted in the proposed net reduction of 477 posts and positions (5 P-4, 10 P-3, 2 P-2, 7 Field

Service, 397 national General Service and 56 United Nations Volunteer), the conversion of 40 United Nations Volunteer positions to national staff posts and the reclassification of two D-2 posts as D-1 posts in the 2013/14 period, with further reductions envisaged, the results of which will be reflected in the proposed staffing establishment for the 2014/15 budget.

14. Within its available capabilities, the Operation will continue to focus on improving and maintaining security conditions in Darfur to allow for the protection of civilians, the security of United Nations personnel and assets and the unhindered delivery of humanitarian assistance to the population in need.

15. In particular, the Operation will continue to enhance the security and the protection of civilians across Darfur through the implementation of a mission-wide early warning strategy, proactive military deployment and better-targeted patrols to vulnerable points in areas at high risk of conflict; the securing, through better-targeted police patrols, of camps for internally displaced persons, adjacent areas and areas of return; and support for the development and training of community policing for camps for internally displaced persons and areas of return. In addition, UNAMID will continue its unexploded ordnance risk education for civilians and its clearance operations in contaminated areas throughout its area of operations.

16. With a view to reaching a permanent ceasefire and a comprehensive peace settlement, the Operation will continue to support the implementation of the Doha Document for Peace in Darfur, by working closely with the United Nations country team through the integrated strategic framework for United Nations system-wide support for the Doha Document for Peace in Darfur. Under the joint strategic vision for coordinated assistance to the signatory parties, in particular through support for the Darfur Regional Authority, the Operation will focus on the following priority areas: (a) human rights, the rule of law and transitional justice; (b) governance and institutional capacity-building; (c) early recovery, reconstruction, livelihoods and the environment; (d) durable solutions, voluntary returns and reintegration; (e) ceasefire monitoring and security arrangements, including disarmament, demobilization and reintegration; and (f) peacebuilding, social cohesion and reconciliation.

17. In this regard, the Operation will provide policy design inputs and technical support to the Darfur Regional Authority in the implementation of the Doha Document for Peace in Darfur, especially regarding land ownership (*hawakeer*), use and rights; the restitution of property and assistance for the full integration of returnees into their communities, including restoring their rights to compensation, with special attention accorded to internally displaced persons, returning refugees, women and conflict-affected persons; and basic services and the security needed to enable them to return to their places of origin with safety and dignity.

18. In order to increase the inclusiveness of the peace process, UNAMID will facilitate the development and conduct of a Darfur-based internal dialogue and consultation, in collaboration with the African Union High-level Implementation Panel and the Government of Qatar. In addition, UNAMID will continue to engage the parties signatory to the Doha Document for Peace in Darfur with regard to their responsibility to ensure an enabling environment for such dialogue and consultation. The Operation will monitor to determine whether the Darfur-based internal dialogue and consultation takes place in an environment of respect for the civil and political rights of participants, including women, so that they can express their views without

fear of retribution; freedom of speech and assembly, to permit open consultations; the freedom of movement of participants and UNAMID; proportional participation among Darfuris; freedom from harassment, arbitrary arrest and intimidation; and freedom from interference by the Government or by armed groups. In addition, UNAMID will continue to encourage and support local-level mediation and community-based conflict resolution and, within its capacities, promote the work of traditional conflict resolution committees, particularly in areas prone to tribal or ethnic and resource-related conflicts.

19. The Operation will continue to monitor and report on human rights and protection concerns and to engage with the parties regarding their compliance with their obligations under international human rights and humanitarian law. In particular, UNAMID, in collaboration with the Government of the Sudan and relevant United Nations partners, international and Darfuri civil society and native authorities, will promote the mainstreaming and development of strategies for addressing sexual and gender-based violence and ensuring the protection of children in armed conflict. Similarly, the Operation will contribute to the implementation of Security Council resolutions on children in armed conflict and maintain dialogue with the armed forces and armed groups aimed at securing commitments to action plans to end the recruitment and use of child soldiers and other grave violations against children. UNAMID, in collaboration with the United Nations country team and in close consultation with the Sudanese authorities, will provide support for efforts aimed at the establishment and effective functioning of the judiciary and other accountability mechanisms, including human rights and transitional justice mechanisms provided for in the Doha Document for Peace in Darfur. In collaboration with the United Nations Development Programme (UNDP), the Operation will build on its past contributions to the promotion of the rule of law, including through the establishment of an independent judiciary and prison system in order to help address impunity, improve the delivery of legal services and build public confidence in the justice system.

20. With a view to communicating freely with all Darfuri stakeholders, UNAMID will continue to engage the Government of the Sudan in pursuit of the issuance of a radio licence in line with the provisions of the status-of-forces agreement. In its absence, UNAMID will continue to rely on the bridging solution, which provides for prepackaged daily broadcasts of its *Yala Nabni Darfur* ("Let's build Darfur") programmes, twice a day for one hour on Al Salaam Radio and repeated on local State radio stations in Darfur. The Operation will also dedicate resources towards improved television products, with photo coverage and photo exhibitions, to support and illustrate its achievements.

21. Pursuant to the comprehensive review of uniformed personnel and the resulting significant reconfiguration of both the military and police components, the concept of operations has been revised. Henceforth, UNAMID operations will be carried out from five sector headquarters, including mission headquarters at El Fasher, and from 32 team sites.

22. With regard to multi-year projects, the construction of key infrastructure such as office and living accommodations has been completed. The outsourcing of major construction work will therefore be limited to a number of outstanding projects that are currently under way, including the development of the Al Da'ein team site as the headquarters for Sector East and Zalingei as the headquarters for Sector Central. In

particular, provision is made in the 2013/14 budget for: (a) the construction of the remaining six of the planned 34 helipads to establish safe and smooth air operations, the only source of transportation to and from the team sites in Darfur ($1,650,000); (b) the completion of the Communications and Information Technology Data Centres in El Fasher, Nyala and El Geneina ($1,576,500); (c) the drilling of 23 boreholes to enhance new water sources and reduce the Operation's dependence on local vendors for water supply ($1,464,000, covering the drilling of 8 boreholes under commercial contracts ($720,000) and the drilling of 15 boreholes using in-house drilling capacities ($744,000)); (d) the construction of one sanitary landfill, in El Geneina, and 20 controlled tipping sites at 20 team sites for the safe disposal of solid waste ($1,100,000); and (e) the construction of one hard-wall warehouse, in Nyala in line with the recommendation of the Board of Auditors that the soft-skin warehouses, which are prone to fire, be replaced by brick-wall structures, which are to be used for the storage of high-value commodities and equipment ($1,000,000).

23. The generation and sustainability of water resources continue to be a cornerstone of the Operation's strategic plan of providing safe and adequate water to military, police and civilian personnel. In order to improve its wastewater management programme, the Operation will implement the following initiatives: (a) the installation and operation of 220 wastewater treatment plants mission-wide by June 2014 to produce approximately 1.8 million litres of recycled water annually, which will be used for toilets, car-washing, gardening, firefighting and construction work; (b) the installation of 2,000 high-efficiency toilet-flushing systems mission-wide; and (c) the introduction of a coagulation process to clarify effluent in wastewater treatment plants to replace filter systems.

24. UNAMID will continue to implement solar power projects related to information and communications technology, aimed at reducing its carbon footprint by minimizing dependence on fossil fuels as the primary source of power generation. This will be achieved by constructing synchronized automated power-generating stations for uninterrupted power supply to key mission facilities and equipment. In addition, by June 2014, with a view to mitigating the environmental impact of its various activities, the Operation will install 400 solar water heaters in ablutions mission-wide, to replace electric-powered water heaters, which will reduce diesel fuel consumption for generators by 1.2 million litres per year. In addition, the Operation will install and operate 40 solar-powered submersible borehole pumps to replace fossil-fuel-powered pumps.

25. During the 2013/14 budget period, in order to meet its air transportation requirements, UNAMID will continue to capitalize on the optimum utilization of regional strategic transport resources provided as part of the support concept of the Transportation and Movements Integrated Control Centre, resulting in the reduction of one fixed-wing (IL-76) and one rotary-wing (Mi-35) aircraft. The overall concept of support operations will now be based on a dedicated aviation fleet comprising 9 fixed-wing aircraft and 25 helicopters deployed across the mission area. With a view to optimal utilization of the Operation's air assets, it is proposed that the rotation of military personnel from neighbouring countries (Burkina Faso, Djibouti, Egypt, Jordan, Nigeria and Togo, in addition to the previously instituted arrangements for Ethiopia, Kenya, Rwanda and the United Republic of Tanzania) be undertaken using UNAMID air assets, as opposed to commercially chartered aircraft.

26. The resource requirements for the 2013/14 period reflect a decrease of 6.5 per cent ($93.8 million) compared with the 2012/13 period, which is attributable primarily to reduced requirements for military and police personnel owing to: (a) the decrease in authorized strength; (b) associated reduced freight and related charges for the deployment of contingent-owned equipment, the majority of which is expected to be repatriated by May 2013; (c) provision made for a supplemental payment to troop- and police-contributing countries in 2012/13; and (d) the rotation of personnel using United Nations air assets. The overall decrease in requirements is also attributable to reduced requirements for civilian staff, owing to a reduction in the staffing establishment and the lower exchange rate of local currency against the United States dollar during the period.

## C. Regional mission cooperation

27. The Joint Special Representative will maintain regular communication with the heads of other missions in the region, particularly UNMISS and UNISFA, to ensure the complementarity of efforts. In this respect, the Operation's Joint Mission Analysis Centre will continue to hold forums every three months with counterparts in UNMISS and UNISFA to assess and analyse cross-border issues, with a view to ensuring a common understanding of the political and security situation as they affect Darfur, regional security and the United Nations. Within existing capacities, the Operation will share with other missions in the region and with United Nations Headquarters information regarding the Lord's Resistance Army.

28. In addition, regional support cooperation initiatives include the implementation of a tier 2 disaster recovery and business continuity plan in Entebbe for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the United Nations Office in Burundi (BNUB), UNMISS, UNISFA and UNAMID to ensure the security of data and the continuity of the information and communications technology services of those missions in the event of a catastrophic situation and/or the evacuation of mission staff.

29. By its resolution 64/269, the General Assembly approved the establishment of a regional service centre at the logistics hub at Entebbe for the purpose of consolidating the administrative and support functions of geographically grouped field missions into a stand-alone regional centre, as proposed in the report of the Secretary-General on the global field support strategy (A/64/633). Four initial projects were identified for the transfer of functions and related resources to the Regional Service Centre in Entebbe in 2011/12 (the check-in and check-out of field personnel, the processing of education grants, the operation of a regional training and conference centre, and the operation of the Transportation and Movements Integrated Control Centre), with additional finance functions (aspects of field-based payroll, payments, cashier and accounts) and human resources functions (international recruitment, post management and time and attendance) and related resources identified for transfer in 2012/13. It is proposed that the finance and human resources functions at the Regional Service Centre in Entebbe be strengthened during 2013/14 in order to align the shared services of the Centre with the Umoja model and the implementation of Inspira, as part of an increased delegation of authority to missions.

30. In accordance with resolution 64/269, the results-based-budgeting frameworks for the Regional Service Centre in Entebbe, as well as the Operation's share of the post and non-post resource requirements for the Centre for 2013/14, are reflected in the present budget proposal. An additional 56 posts (1 P-5, 3 P-4, 4 P-3, 9 Field Service and 39 national General Service) are proposed for redeployment/ reassignment from UNAMID to the Regional Service Centre, as detailed in section I.E of the present report. The Operation's share of the costs for the Centre ($12,979,500) are presented in section II.J.

## D. Partnerships and country team coordination

31. Pursuant to Security Council resolution 2063 (2012), the integrated strategic framework developed by UNAMID and the United Nations country team for United Nations system-wide support for the implementation of the Doha Document for Peace in Darfur will remain as the principal coordination mechanism for the United Nations in Darfur. The framework, developed through a collaborative and integrated approach on the part of the Operation and the country team, set out a common vision and strategy for partnerships for peace consolidation through engagement with the Darfur Regional Authority and the Darfur Peace Follow-up Office. Accordingly, working closely with the United Nations country team, UNAMID will focus on priority areas for support across six categories identified by the framework: human rights and justice; governance and institutional capacity-building; early recovery, livelihoods and the environment; voluntary returns and durable solutions; ceasefire and security arrangements; and reconciliation. In addition, UNAMID will continue to carry out all its work in full consultation and coordination with the United Nations country team and other international and non-governmental actors through the integrated strategic framework mechanisms (the Darfur Strategic Policy Group and the Darfur Strategic Planning Team) for strategic guidance, planning support and information exchange in Darfur, as well as through the Integrated Mission Task Force, as the principal mechanism for inter-agency coordination at headquarters. In particular, UNAMID and the United Nations country team will continue to co-chair the integrated strategic framework for the Darfur Recovery Working Group, which is the main platform for the inter-agency planning and implementation of early recovery and reconstruction activities in Darfur.

32. Within the framework of the memorandum of understanding among the International Organization for Migration (IOM), the United Nations and the Government of the Sudan; the letter of understanding between the Office of the United Nations High Commissioner for Refugees (UNHCR) and the Government of the Sudan; and the Joint Verification Mechanism, UNAMID will continue to support the voluntary return of internally displaced persons and refugees and to play a critical conflict mitigation and reconciliation role.

33. The Resident and Humanitarian Coordinator for the Sudan remains the principal interface between UNAMID and the United Nations country team and will maintain liaison with the wider humanitarian community, work closely with and support the Joint Special Representative in fostering synergies and collaboration between the Operation and the agencies towards the achievement of a common vision, and promote a "One United Nations" approach in Darfur. The Operation's Protection Strategy and Coordination Division will maintain strong liaison, coordination and dialogue among the Operation's components, the humanitarian

community, relevant working groups, supporting financial institutions and the High-level Committee on Humanitarian Activities at the national level, and among the inter-agency management groups at the regional level.

34. United Nations Headquarters, the African Union, the Government of the Sudan and UNAMID will continue to coordinate and share relevant information through the technical and strategic tripartite mechanism.

35. The collaboration and coordination of efforts with the African Union Commission will be strengthened through the implementation of the framework for African Union and United Nations facilitation of the Darfur peace process. The framework is built on three pillars to be pursued simultaneously: (a) support for the signatory parties in the implementation of the Doha Document; (b) engagement with the Government of the Sudan and non-signatory armed movements to promote negotiations; and (c) support for Darfur-based internal dialogue and consultations.

36. The Joint Support Coordination Mechanism in Addis Ababa will continue to provide advice and support to the African Union Commission aimed at the resolution of strategic and operational challenges, facilitating information-sharing, communication and coordination among UNAMID, United Nations Headquarters, the African Union and troop- and police-contributing countries on issues related to the Operation's mandate. The Mechanism will engage international stakeholders and other key stakeholders based in Addis Ababa to facilitate their support for and contributions to UNAMID operations and the Darfur peace process.

## E. Results-based-budgeting frameworks

37. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms relating to the six categories are contained in annex I.A to the present report.

**Executive direction and management**

38. Overall mission direction and management are to be provided by the Office of the Joint Special Representative of the Chairperson of the African Union Commission and the Secretary-General. Under the Office of the Joint Special Representative is the Office of the Chief of Staff, which includes the Planning Unit, the Joint Operations Centre and the Joint Mission Analysis Centre. The Office of the Deputy Joint Special Representative (Political) and the Office of Legal Affairs are also included under executive direction and management, since outputs related to their responsibilities are reflected in more than one framework component.

39. Executive direction and management will ensure the implementation of the mandate of the Security Council in accordance with the logistical, financial and administrative principles of the United Nations. Executive direction and management will pursue policies aimed at enhancing collaboration with other United Nations entities in order to promote a "One United Nations" approach to peacebuilding, recovery and the reconstruction of Darfur. It will also ensure the welfare, safety and security of all United Nations staff and property throughout the Operation's area of responsibility. Executive management will support the Joint Mediation Support Team, the African Union High-level Implementation Panel and

the Implementation Follow-up Commission of the Doha Document for Peace in Darfur to address in a comprehensive and inclusive manner the challenges of peace, justice and reconciliation in Darfur.

Table 1
**Human resources: executive direction and management**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Office of the Joint Special Representative of the Chairperson of the African Union Commission and the Secretary-General** | | | | | | | | | |
| Approved posts 2012/13 | 1 | – | 2 | 3 | 1 | **7** | 6 | – | **13** |
| Proposed posts 2013/14 | 1 | – | 2 | 3 | 1 | **7** | 6 | – | **13** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Office of the Chief of Staff (including the Planning Unit)** | | | | | | | | | |
| Approved posts 2012/13 | – | 5 | 5 | 5 | 3 | **18** | 26 | 3 | **47** |
| Proposed posts 2013/14 | – | 5 | 6 | 5 | 3 | **19** | 26 | 3 | **48** |
| Net change | – | – | 1 | – | – | **1** | – | – | **1** |
| **Office of Legal Affairs** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 3 | 3 | 1 | **8** | 3 | – | **11** |
| Proposed posts 2013/14 | – | 1 | 3 | 3 | 1 | **8** | 3 | – | **11** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Joint Operations Centre** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 4 | 4 | 1 | **9** | 3 | – | **12** |
| Proposed posts 2013/14 | – | – | 4 | 4 | 1 | **9** | 3 | – | **12** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Joint Mission Analysis Centre** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 3 | 2 | – | **5** | 3 | – | **8** |
| Proposed posts 2013/14 | – | – | 3 | 2 | – | **5** | 3 | – | **8** |
| **Net change** | – | – | – | – | – | – | – | – | – |

| | International staff | | | | | | National staff[a] | United Nations Volunteers | Total |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | | | |
| **Office of the Deputy Joint Special Representative (Political)** | | | | | | | | | |
| Approved posts 2012/13 | 1 | – | 3 | 2 | 2 | **8** | 3 | – | **11** |
| Proposed posts 2013/14 | 1 | – | 4 | 2 | 2 | **9** | 3 | – | **12** |
| **Net change** | – | – | **1** | – | – | **1** | – | – | **1** |
| **Total** | | | | | | | | | |
| Approved posts 2012/13 | 2 | 6 | 20 | 19 | 8 | 55 | 44 | 3 | 102 |
| Proposed posts 2013/14 | 2 | 6 | 22 | 19 | 8 | 57 | 44 | 3 | 104 |
| **Net change** | – | – | **2** | – | – | **2** | – | – | **2** |

[a] Includes National Professional Officers and national General Service staff.

*International staff: net increase of 2 posts (establishment of 1 P-5 post and reassignment of 1 P-5 post from the Human Rights Section)*

**Office of the Chief of Staff**

*International staff: increase of 1 post (establishment of 1 P-5 post)*

40. As indicated in paragraph 9 above, the regional office in Al Da'ein supervises and coordinates operations in Eastern Darfur State, with a high degree of devolved day-to-day management responsibility within the policy framework developed jointly with the Operation's senior management team. With a view to providing leadership and direction in the newly full-fledged Sector, it is proposed that a post of Head of Office (P-5) be established. The incumbent, who will report to the Chief of Staff, will coordinate the implementation of the Operation's mandate and mission imperatives in the assigned area of responsibility. To that end, she or he will maintain liaison with and engage in dialogue with the Government, communities and relevant in-region stakeholders and represent the Head of Mission when required.

**Office of the Deputy Joint Special Representative (Political)**

*International staff: increase of 1 post (reassignment of 1 P-5 post from the Human Rights Section)*

41. The Security Council, in its resolution 2063 (2012), requested UNAMID to report on sexual and gender-based violence, as well as to assess progress towards the elimination of such violence; emphasized the need to include protection to women and children from sexual violence and gender-based violence, as part of the mission-wide protection-of-civilians strategy; and requested, inter alia, support for the participation of women through the appointment of women protection advisers. Accordingly, it is proposed that the current staffing establishment of the Office of the Deputy Joint Representative (Political) be strengthened through the establishment of a post of Senior Women's Protection Adviser (P-5), to mainstream conflict-related issues into mandated activities and coordinate the implementation of

the relevant provisions of resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010) on conflict-related sexual violence, especially with respect to monitoring, analysis and reporting arrangements. The incumbent will ensure the provision of advice and support in coordinating and enhancing the efforts of UNAMID and all United Nations stakeholders to monitor sexual violence in conflict, develop comprehensive responses, increase the Government's capacity and promote accountability and the fight against impunity. It is proposed that the post of Senior Women's Protection Adviser be accommodated through the reassignment of the post of Human Rights Officer (P-5) from the Human Rights Section.

**Component 1: peace process**

42. The peace process component encompasses activities to support the parties in the implementation of the Doha Document for Peace in Darfur and any subsequent agreements, as appropriate, and in working with the Joint African Union-United Nations Chief Mediator for Darfur and partners, to support the parties in their efforts to achieve an inclusive and comprehensive peace. In this regard, the Operation will continue to collaborate with key United Nations agencies and funds, as well as local and international partners, in order to facilitate collective efforts in developing the modalities and mechanisms necessary to capacitate the Darfur Regional Authority. Accordingly, the Operation will provide logistical support and assistance and actively participate in working groups/clusters, taking into account the outcomes of the Darfur Joint Assessment Mission.

43. The Operation will work to increase the inclusivity of the peace process among the major parties to the conflict, including in particular all the non-signatory armed groups, using the Doha Document for Peace in Darfur as a basis for discussions. It will continue to support the efforts of the Joint Mediation Support Team to engage directly with government officials and non-signatory movements, encouraging them to cease hostilities and enter into peace negotiations. The Operation will provide both technical and logistics support for the conduct of Darfur-based internal dialogue and consultations in order to increase local ownership of the peace process, strengthen the Doha Document and promote the establishment of additional peace and reconciliation enhancement mechanisms among the people of Darfur.

44. UNAMID will strengthen its public information activities to promote a better understanding of the peace process and of the Operation's mandate among Darfuri stakeholders. It will engage stakeholders through a wide range of media activities, including the publication of the monthly *Voices of Darfur* magazine and thematic magazines and the broadcasting of radio programmes, as well as through audiovisual and multimedia products directed at civil society. Pending the issuance of a radio licence, UNAMID will continue to rely on limited broadcasts on the Sudan's Al Salaam Radio station and relays by way of local State radio stations in Darfur.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.1 Implementation of the provisions of the Doha Document for Peace in Darfur by the Darfur Regional Authority, in collaboration with the Government of the Sudan, and inclusion of all major Darfuri stakeholders in the peace process | 1.1.1 Adoption of the Doha Document for Peace in Darfur by major non-signatory movements as an all-inclusive agreement<br><br>1.1.2 Members of the Darfur Regional Authority Executive Organ and the Darfur Regional Authority Council are appointed by the President (2012/13: Executive Organ 15, Council 42; 2013/14: Executive Organ 3, Council 25)<br><br>1.1.3 Darfur-based internal dialogue and consultations take place without any security incidents, threats, violations of the freedoms of participants or instances of interference<br><br>1.1.4 Integration of children's concerns into the peace process and peace agreements by the parties to the conflict, as requested by the Security Council in its resolutions 1314 (2002), 1460 (2003) and 1612 (2005) |

*Outputs*

- Organization of 6 high-level consultations with the signatory parties to facilitate the implementation of the Doha Document for Peace in Darfur and any subsequent agreements, in particular with respect to the functioning of the Darfur Regional Authority and associated institutions
- Organization of 6 consultative sessions with the international community and regional partners on priorities and challenges pertaining to the implementation of the Doha Document for Peace in Darfur
- Organization of quarterly consultations with the Government of the Sudan, signatory movements, the African Union and regional and international partners on the progress of the mediation process
- 4 reports of the Secretary-General to the Security Council and of the Chairperson of the African Union Commission to the African Union Peace and Security Council
- Organization of 6 consultative meetings with the African Union Commission, the Government of Qatar and the parties signatory to the Doha Document for Peace in Darfur on the development of Darfur-based internal dialogue and consultations
- Organization of 6 high-level consultations with the African Union Commission on the implementation of the framework for African Union and United Nations facilitation of the Darfur peace process
- Organization of 4 capacity-building workshops for the signatory movements in order to facilitate their transformation into political parties as envisaged in the Doha Document for Peace in Darfur
- Organization of 20 meetings for consultations with civil society organizations, internally displaced persons, local community leaders and government officials, in the five Darfur States, on inclusive participation in the peace process
- Organization of 2 workshops for 50 Darfur Regional Authority officials on gender-related provisions of the Doha Document for Peace in Darfur, and 5 workshops for 100 media personnel on gender issues and the importance of women's participation in the peace process in all Darfur States

- Provision of quarterly secretariat support to the Implementation Follow-up Commission of the Doha Document for Peace in Darfur in monitoring and assessing the implementation of the Document
- Community outreach activities involving 8 thematic workshops for internally displaced persons, youth, women's groups and community leaders; 3 debates; 10 theatre/drama events; 10 sports events; 15 music events; 2 public "open days"; 5 special/cultural events involving the distribution of public information messaging items and giveaways; and 25 giveaway events (offering, for example, T-shirts, caps or pens)
- Public information campaigns to highlight the work of the Operation, including 5 30-second television public service announcements; 10 major support news videos ("B-roll") for international and local media; 52 (weekly) 30-minute episodes of a radio serial drama on peacebuilding efforts; 5 live radio broadcasts and promotional messages on State radio stations on peacebuilding and outreach activities; 50 radio human interest news features relating to the peace process for broadcast in English and Arabic on United Nations Radio; 10 different radio public service announcements; one-hour radio magazine programmes broadcast twice a day on the Sudan's Al Salaam Radio; monthly magazine including news feature and human interest stories; 52 weekly news bulletins; 2 annual magazines; 1 UNAMID information kit; 1 UNAMID folder; 40 event/campaign banners; 20 thematic posters and 100 photo banners; 6 thematic booklets and 1 photo book; 2 annual calendars (desk and wall) and a desktop organizer; 2 outreach photo projects; 5 photo exhibitions; and 1,500 high-quality images
- Daily updates on the UNAMID website, monthly press briefings and 175 mission information news items for the press on activities carried out in support of the Operation's mandate

*External factors*

Provision by national, regional and international actors of political and financial support for the Darfur Regional Authority; cooperation between the Darfur Regional Authority and the Government; and the willingness of Darfuri stakeholders to participate in the peace process

Table 2
**Human resources: component 1, peace process**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Political Affairs Division** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 9 | 8 | 1 | 19 | 16 | – | 35 |
| Proposed posts 2013/14 | – | 1 | 9 | 8 | 1 | 19 | 16 | – | 35 |
| **Net change** | – | – | – | – | – | – | – | – | – |
| Approved temporary positions[b] 2012/13 | – | 1 | 3 | 4 | 1 | 9 | 4 | – | 13 |
| Proposed temporary positions[b] 2013/14 | – | 1 | 3 | 4 | 1 | 9 | 4 | – | 13 |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Subtotal** | | | | | | | | | |
| Approved 2012/13 | – | 2 | 12 | 12 | 2 | 28 | 20 | – | 48 |
| Proposed 2013/14 | – | 2 | 12 | 12 | 2 | 28 | 20 | – | 48 |
| **Net change** | – | – | – | – | – | – | – | – | – |

| | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Communications and Public Information Division** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 6 | 9 | 7 | **23** | 62 | 10 | **95** |
| Proposed posts 2013/14 | – | 1 | 6 | 9 | 7 | **23** | 58 | 8 | **89** |
| **Net change** | – | – | – | – | – | – | **(4)** | **(2)** | **(6)** |
| **Civil Affairs Section** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 9 | 22 | 2 | **34** | 78 | 10 | **122** |
| Proposed posts 2013/14 | – | 1 | 9 | 22 | 2 | **34** | 70 | 9 | **113** |
| **Net change** | – | – | – | – | – | – | **(8)** | **(1)** | **(9)** |
| **Joint Mediation Support Team** | | | | | | | | | |
| Approved posts 2012/13 | – | – | – | 1 | 2 | **3** | 1 | – | **4** |
| Proposed posts 2013/14 | – | – | – | 1 | 2 | **3** | 1 | – | **4** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| Approved temporary positions[b] 2012/13 | 2 | 3 | 3 | 2 | – | **10** | – | – | **10** |
| Proposed temporary positions[b] 2013/14 | 2 | 3 | 3 | 2 | – | **10** | – | – | **10** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Subtotal** | | | | | | | | | |
| Approved 2012/13 | 2 | 3 | 3 | 3 | 2 | **13** | 1 | – | **14** |
| Proposed 2013/14 | 2 | 3 | 3 | 3 | 2 | **13** | 1 | – | **14** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Joint Support and Coordination Mechanism** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 3 | 3 | – | **7** | 1 | – | 8 |
| Proposed posts 2013/14 | – | 1 | 3 | 3 | – | **7** | 1 | – | 8 |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Khartoum Liaison Office** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 5 | 5 | 2 | **12** | 8 | – | **20** |
| Proposed posts 2013/14 | – | 1 | 5 | 5 | 2 | **13** | 8 | – | **21** |
| **Net change** | – | **1** | – | – | – | **1** | – | – | **1** |
| **Total** | | | | | | | | | |
| Approved posts 2012/13 | – | 4 | 32 | 48 | 14 | **98** | 166 | 20 | 284 |
| Proposed posts 2013/14 | – | 5 | 32 | 48 | 14 | **99** | 154 | 17 | 270 |
| **Net change** | – | **1** | – | – | – | **1** | **(12)** | **(3)** | **(14)** |

| | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | National staff[a] | United Nations Volunteers | Total |
| Approved temporary positions[b] 2012/13 | 2 | 4 | 6 | 6 | 1 | **19** | 4 | – | 23 |
| Proposed temporary positions[b] 2013/14 | 2 | 4 | 6 | 6 | 1 | **19** | 4 | – | 23 |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Total** | | | | | | | | | |
| Approved 2012/13 | 2 | 8 | 38 | 54 | 15 | **117** | 170 | 20 | 307 |
| Proposed 2013/14 | 2 | 9 | 38 | 54 | 15 | **118** | 158 | 17 | 293 |
| **Net change** | – | **1** | – | – | – | – | **(12)** | **(3)** | **(14)** |

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

*International staff: net increase of 1 post (reassignment of 1 D-1 post from the Office of the Director of Mission Support and reclassification of 1 D-2 post as a D-1 post*

*National staff: net decrease of 12 posts (abolishment of national General Service staff posts)*

*United Nations Volunteers: net decrease of 3 positions (abolishment)*

**Communications and Public Information Division**

*International staff: net change of zero (reclassification of 1 D-2 post as a D-1 post)*

*National staff: decrease of 4 posts (abolishment of national General Service staff posts)*

*United Nations Volunteers: decrease of 2 positions (abolishment)*

45. In line with the streamlining and integration of functions based on a review of the staffing requirements of the Communications and Public Information Division, the reclassification of the post of Director of Communications and Public Information (D-2) as a D-1 post is proposed, along with the abolishment of the two positions of Radio Producer (United Nations Volunteer), one post of Language Assistant (national General Service) and three posts of Driver (national General Service), which are no longer required.

*Civil Affairs Section*

*National staff: decrease of 8 posts (abolishment of national General Service staff posts)*

*United Nations Volunteers: decrease of 1 position (abolishment)*

46. Pursuant to a review and streamlining of the work processes of the Civil Affairs Section, it is proposed that its staffing establishment be adjusted to reflect the abolishment of one position of Civil Affairs Officer (United Nations Volunteer) and eight posts of Driver (national General Service), which are no longer necessary.

**Khartoum Liaison Office**

*International staff: increase of 1 post (reassignment of 1 D-1 post from the Office of the Director of Mission Support)*

47. The Khartoum Liaison Office plays a crucial role in maintaining effective coordination with the Government of the Sudan, especially with the Ministry of Foreign Affairs, the Ministry of Defence, the Ministry of Health, the Ministry of Justice, Military Intelligence, the National Intelligence and Security Service, National Telecommunication Corporation, the Humanitarian Aid Commission and the Sudan Civil Aviation Authority. Furthermore, the Office maintains close relationships with various diplomatic missions accredited to Khartoum and with regional organizations such as the African Union, the League of Arab States, the European Union and other United Nations-affiliated international agencies. In addition, several functions that were previously provided by the United Nations Mission in the Sudan (UNMIS), such as security, medical and aviation services, as well as protocol activities, including requests for visas, permits for travel to Darfur and the movement of personnel, are being performed by the staff of the Office. In order to provide the dedicated and appropriate leadership to carry out representation responsibilities, it is proposed that the current approved staffing establishment of the Office (2 P-5, 3 P-4, 5 P-3, 2 Field Service, 1 National Professional Officer and 7 national General Service posts) be strengthened through the establishment of a post of Head of the Khartoum Liaison Office (D-1).The post will be accommodated through the reassignment of the post of Principal Administrative Officer (D-1) in the Office of the Director of Mission Support.

**Component 2: security**

48. Under its security component, UNAMID will contribute to the stabilization of the security conditions necessary for the safe and timely provision of humanitarian assistance to populations in need throughout Darfur. The Operation will monitor the compliance of the signatory parties with their obligations under the ceasefire and final security arrangements of the Doha Document for Peace in Darfur. The Operation will also pursue gender-sensitive strategies and integrate gender perspectives into ceasefire and disarmament, demobilization and reintegration processes. As part of its efforts to promote peace at the grass-roots level irrespective of the status of the implementation of the Doha Document, the Operation will support traditional conflict resolution and reconciliation mechanisms, as well as build the capacity of civil society organizations in Darfur to manage and resolve conflict.

49. The main effort of the UNAMID military component will be to contribute to security through static and mobile patrols in high-risk areas in order to deter violence, protect civilians, assist humanitarian and development agencies and ensure the safety and security of United Nations and associated personnel. The military component will continue to operate from three sectors (North, South and West) at 32 team sites and be reconfigured to maintain sufficient troop presences in identified high-risk areas and potential flashpoints within the area of operations. This will entail robust long-range and confidence-building patrolling, aerial reconnaissance with utility helicopters and the employment of sector/force reserves to ensure freedom of movement for civilians, humanitarian personnel and convoys, as well as to facilitate the return of internally displaced persons and refugees to their places of

origin or resettlement. The military component will establish liaison offices and deploy Liaison Officers in the two new Darfur States (Eastern and Central Darfur) for liaison and coordination with local political authorities of the Government of the Sudan as well as with the sector/force headquarters.

50. The UNAMID police component will continue to strengthen relations among internally displaced persons, communities and Government of the Sudan police personnel to ensure that camps for the internally displaced are protected. The police component will operate from five sectors (North, South, West, Central and East). It will continue to conduct community policing from 32 team sites to support activities aimed at mainstreaming gender perspectives into local police structures, policies and processes at established gender desks in the Government of the Sudan's family and child protection units, and conduct capacity-building training on crime prevention, reporting and investigations related to the protection of women and children and international police standard operating procedures for Government of the Sudan police. In addition, the police component will maintain liaison with local authorities and police personnel of signatories to the Agreement, conduct training for community policing volunteers and complement the force with visible security patrols 24 hours a day, 7 days a week, to enhance the security of camps for internally displaced persons and adjacent areas, and with monitoring, observing and reporting on the parties' compliance with the ceasefire arrangements.

51. To promote the implementation of the ceasefire and final security arrangements of the Doha Document for Peace in Darfur, the Operation will continue to support the Ceasefire Commission and the Joint Commission mechanisms. The Ceasefire Commission will continue to conduct verification missions with respect to locations of the signatory parties, monitor the ceasefire and provide logistical support for the effective functioning of the Commission. The Operation, working through the Joint Commission, will encourage the signatory parties to conclude the verification exercise regarding the Liberation and Justice Movement forces and to proceed to the implementation of the most crucial aspect of the ceasefire and final security arrangements provisions of the Doha Document. Those provisions relate to, inter alia, limited arms control; civilian arms control; the disarmament and disbandment of armed militia groups; the disarmament, demobilization and reintegration of former combatants; and the enhancement of community police.

52. In addition, taking into account the Darfur context and the delayed implementation of the Doha Document for Peace in Darfur, the Operation will continue to pursue second-generation disarmament, demobilization and reintegration through reinsertion activities. Efforts to address ex-combatants and marginalized youth in communities and camps for internally displaced persons will be intensified through community-based labour-intensive projects across Darfur. UNAMID, together with other United Nations partners, will maintain readiness to advise the Sudan Disarmament, Demobilization and Reintegration Commission in the planning and establishment of a comprehensive disarmament, demobilization and reintegration programme for former combatants, including children associated with armed forces and groups, and civilian arms control programmes, as provided for in the Doha Document. The Operation will also provide unexploded ordnance clearance services, as required, and community-based unexploded ordnance risk awareness training, in coordination with the United Nations Children's Fund (UNICEF).

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.1 Stable and secure environment in Darfur | 2.1.1 Reduction in the number of unexploded ordnance incidents (2011/12: 21; 2012/13: 6; 2013/14: 3) |
| | 2.1.2 Reduced number of civilian fatalities as a result of intercommunal (inter-ethnic or intertribal) conflict (2011/12: 50; 2012/13: 25; 2013/14: 25) |
| | 2.1.3 Reduced number of civilian fatalities resulting from armed conflict between the parties to the conflict (2011/12: 462; 2012/2013: 125; 2013/14: 120) |

*Outputs*

- Organization of fortnightly meetings of the Ceasefire Commission, and sub-Ceasefire Commissions at the sector level, to discuss issues related to violations of relevant peace agreements, the redeployment of forces and security arrangements, and the disarmament, demobilization and reintegration of former combatants, with priority given to women, children and disabled persons; to resolve disputes between the signatory parties; and to identify matters to be reported to the Joint Commission
- Provision of security services throughout the mission area to the United Nations country team, international and national non-governmental and humanitarian organizations, as well as to organizations associated with reconstruction and development processes, including protection, security briefings and evacuation support
- 255,500 troop-days provided by 4 company-size force/sector reserves ready to intervene throughout the mission area (175 troops per company for 4 companies for 365 days)
- 26,280 troop-days provided by the headquarters company to ensure static security for Operation headquarters and escorts to the senior management and VIP visitors (36 troops per team for 2 teams for 365 days)
- 1,261,440 troop mobile and foot patrol-days to ensure the safety and protection of civilians; to monitor and verify intense conflicts, and the position, strength and movement of all forces engaged in the Darfur conflict; and to ensure the security of observers (36 troops per patrol for 3 patrols each of 32 team sites for 365 days)
- 840,960 troop-days to provide static security, administration and logistical support at team sites (72 troops each for 32 team sites for 365 days)
- 1,500 air utility support-hours to provide highly mobile rapid protection in high-risk areas or where ground accessibility is limited; to support civilian and military transport helicopters and ground convoys; and for patrolling and reconnaissance (25 utility helicopters for 5 hours/helicopter/month for 12 months)
- 39,420 troop-days of convoy protection for mission/military operational and logistics transport convoys and in support of humanitarian convoys (36 troops per convoy for 3 convoys for 365 days)
- 31,025 liaison officer-days for close liaison with the national and local authorities, other parties, tribal leaders and local communities to resolve conflict-related issues (85 officers for 365 days)
- 29,200 troop-days at temporary operating bases to secure areas for specific operational activities (logistics/distribution points and centres, weapons collection and storage points) (20 troops per centre for 4 centres for 365 days)
- 595,680 formed-police operational days for security patrols for the protection of internally displaced persons (96 personnel per formed police unit for 17 units for 365 days)

- 315,360 police operational days for security patrols to protect internally displaced persons, including through the implementation of community policing activities throughout Darfur (9 police personnel per shift for 3 shifts per team site for 32 centres for 365 days)
- Provision of 80 training courses for 3,600 community-policing volunteers from camps for internally displaced persons to assist the Government of the Sudan police in maintaining public order (16 courses with 45 volunteers per course on community-policing-related issues in the 5 sectors)
- Organization of 40 workshops for 1,000 participants, including local community leaders, representatives of the native administration and government authorities, on traditional conflict management mechanisms
- Organization of 60 meetings with native administration representatives, local community leaders, State government officials and local peace committees in each of the five Darfur States to support traditional reconciliation activities and mechanisms
- Organization of 2 public reconciliation meetings/conferences, in collaboration with the Joint African Union-United Nations Chief Mediator for Darfur, to facilitate local-level mediation, reconciliation and the promotion of peaceful coexistence among communities
- Implementation of 50 quick-impact projects in support of the rehabilitation efforts of communities
- Organization of 15 seminars for local organizations to improve their capacity to implement quick-impact projects
- Provision of mine action services comprising the general explosive hazard assessment of 297 villages in Darfur covering 390 $km^2$; route surveys along 2,000 km of roads and routes suspected of contamination as a result of ongoing armed conflict; the demolition of 600 items of unexploded ordnance and 800 pieces of small arms ammunition in order to eliminate explosive threats and encourage freedom of movement for the Darfuri civilian population; the delivery, in coordination with UNICEF, of unexploded ordnance risk education and training to 70,000 Darfuri civilians living in communities affected by explosive remnants of war; 50 sessions of awareness training on explosive remnants of war/unexploded ordnance during the Safe and Secure Approaches in Field Environments training; explosive remnants of war recognition training for 800 beneficiaries; and improved access to data concerning victims of explosive remnants of war through the harmonization of data among victim assistance stakeholders in Darfur
- Establishment of five women's protection networks in all five Darfur States and organization of 5 seminars on physical security measures in camps for internally displaced persons

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.2 Disarmament, demobilization and reintegration of ex-combatants in Darfur | 2.2.1 Increased number of ex-combatants and community members participate in reinsertion projects (2011/12: 0; 2012/13: 4,500; 2013/14: 6,000) |

*Outputs*

- Organization of 12 meetings with the Sudan Disarmament, Demobilization and Reintegration Commission and relevant authorities, in collaboration with the United Nations country team, to provide policy and operational advice on the implementation of a disarmament, demobilization and reintegration plan, as well as complementary measures for Darfur, including the implementation of community-based labour-intensive projects in support of violence reduction

- Coordination of reinsertion activities, including community-based labour-intensive projects, for 6,000 ex-combatants and community members to contribute to community security through the provision of short-term work opportunities
- Public information events and messages for 6,000 ex-combatants and community members, promoting peaceful community relations and delivered in conjunction with labour-intensive projects
- Provision of logistics to the Darfur Security Arrangements Implementation Commission and relevant authorities, in cooperation with UNICEF, to support the release, identification, verification, family tracing and reunification and reinsertion of children associated with armed forces and groups

*External factors*

Troop- and police-contributing countries continue to provide military and police personnel at current capabilities and provide the remainder of the assets approved by the Security Council and the African Union Peace and Security Council; Governments of neighbouring countries maintain the integrity of their borders with the Sudan; the Government of the Sudan and parties to the conflict cooperate and support the implementation of the mandate of the Operation; and donors provide funds in support of the disarmament, demobilization and reintegration process

Table 3
**Human resources: component 2, security**

| *Category* | ***Total*** |
|---|---|
| *I. Military observers* | |
| Approved 2012/13 | **260** |
| Proposed 2013/14 | **260** |
| **Net change** | – |
| *II. Military contingents* | |
| Approved 2012/13 | **19 295** |
| Proposed 2013/14 | **15 940** |
| **Net change** | **(3 355)** |
| *III. United Nations police* | |
| Approved 2012/13 | **3 772** |
| Proposed 2013/14 | **2 310** |
| **Net change** | **(1 462)** |
| *IV. Formed police units* | |
| Approved 2012/13 | **2 660** |
| Proposed 2013/14 | **2 380** |
| **Net change** | **(280)** |

| V. Civilian staff | International staff | | | | | | National staff[a] | United Nations Volunteers | Total |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | | | |
| **Office of the Force Commander** | | | | | | | | | |
| Approved posts 2012/13 | 1 | 1 | – | – | 2 | **4** | 4 | – | **8** |
| Proposed posts 2013/14 | 1 | 1 | – | – | 2 | **4** | 4 | – | **8** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Police Division** | | | | | | | | | |
| Approved posts 2012/13 | – | 3 | 14 | 4 | 1 | **22** | 635 | – | **657** |
| Proposed posts 2013/14 | – | 3 | 14 | 4 | 1 | **22** | 331 | – | **353** |
| **Net change** | – | – | – | – | – | – | **(304)** | – | **(304)** |
| **Disarmament, Demobilization and Reintegration Section** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 3 | 6 | 1 | **11** | 13 | 8 | **32** |
| Proposed posts 2013/14 | – | 1 | 3 | 6 | 1 | **11** | 13 | 8 | **32** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved posts 2012/13 | 1 | 5 | 17 | 10 | 4 | **37** | 652 | 8 | **697** |
| Proposed posts 2013/14 | 1 | 5 | 17 | 10 | 4 | **37** | 348 | 8 | **393** |
| **Net change** | – | – | – | – | – | – | **(304)** | – | **(304)** |
| **Total (I-V)** | | | | | | | | | |
| Approved 2012/13 | | | | | | | | | 26 684 |
| Proposed 2013/14 | | | | | | | | | 21 283 |
| **Net change** | | | | | | | | | **(5 401)** |

[a] Includes National Professional Officers and national General Service staff.

### Police Division

*National staff: decrease of 304 posts (abolishment of national General Service staff posts)*

53. Taking into account the changes in the overall strength of the United Nations police component, the reconfiguration of the community policing centres and the deployment of more Arabic-speaking police officers than originally envisaged, a review of the functions of the Police Division has resulted in the streamlining of processes, responsibilities and planned tasks. Consequently, it is proposed that the staffing establishment of the Division be adjusted downward through the abolishment of 304 posts of Language Assistant (national General Service), as the administrative support functions provided by them are no longer needed.

**Component 3: rule of law, governance and human rights**

54. Under its rule-of-law, governance and human rights component, the Operation, in collaboration with the United Nations country team and international and local non-governmental organizations, will support the efforts of national and local authorities to strengthen the rule of law through the reform of the judicial and prison systems, including through the incorporation of customary laws into the legal system taking into account international laws and best practice. The Operation will also work to strengthen the rule of law by supporting the implementation of the findings and recommendations of the justice sector needs assessment; supporting national and State efforts to reform existing legislation to conform with international human rights standards and principles; monitoring court trials; facilitating the provision of legal aid; and assisting with the provision of humanitarian support, skills training and infant and juvenile welfare programmes in prisons. Working in partnership with the United Nations country team, the Operation will continue to implement quick-impact projects that address critical infrastructure gaps in the justice sector.

55. The component also includes the promotion and protection of human rights through, inter alia, monitoring, reporting and advocacy. In this connection, the Operation will continue to monitor human rights violations, including incidents of sexual and gender-based violence and abuse, as well as violations of the rights of women, children, internally displaced persons and other vulnerable groups. The Operation will continue to monitor, investigate, document and report on human rights violations, including sexual and gender-based violence and abuses. These activities will also include attention given in a systematic manner to early warning instances brought to the attention of the Operation in accordance with its protection-of-civilians strategy; the monitoring of human rights in the administration of justice; the addressing of impunity; and the provision of support for the work of the special procedures of the Human Rights Council, such as the independent expert on the situation of human rights in the Sudan. The Operation will continue to build and strengthen the human rights capacity of government institutions, including the judiciary and law enforcement and security forces, as well as key in-country partners in the areas of transitional justice, international human rights standards and combating violence against women. Efforts will also focus on capacitating indigenous institutions. UNAMID will continue to engage with the Government of the Sudan regarding the implementation of local frameworks and strategies for the promotion and protection of human rights in Darfur. In addition to mainstreaming human rights into the humanitarian agenda and the peace and political processes, the Operation will maintain a platform for constructive dialogue with the Government of the Sudan through the Darfur Human Rights Forum and its decentralized subforums. This will advance constructive consultative dialogue and advocacy with the United Nations country team, the Government and stakeholders. The Operation will also engage with international partners, armed movements and key stakeholders, including United Nations agencies, to address human rights concerns.

56. The Operation will assist with the capacity-building of local government institutions through the provision of advice and technical assistance to the Government of the Sudan and civil society representatives, with a view to promoting an inclusive, transparent and accountable civil administration in accordance with the principles of good governance. In the light of the role played by competition for natural resources in incidents of conflict in Darfur, the Operation will assist, in particular, the civil administration and community leaders with governance involving access to land and other natural resources.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.1 Effective, representative and inclusive governance by national and local government institutions | 3.1.1 Implementation by the Government of the Sudan of the recommendation of the Panel of Experts on the level of representation of the people of Darfur in the national civil service at all levels and fair representation of the people of Darfur in the service, which reflects the proportion of the total population of the Sudan represented by the population of Darfur after the separation of South Sudan |
| | 3.1.2 Increase in the percentage of the representation of Darfuri women in State and national government institutions (2011/12: 9.6 per cent; 2012/13: 17 per cent; 2013/14: 35 per cent) |

*Outputs*

- Organization of quarterly meetings with the Panel of Experts, established under the National Civil Service Commission, on the review of Darfuri representation in the national civil service
- Organization of 60 meetings with local government and civil society members on the development of a transparent, accountable and inclusive local civil administration in Darfur, as well as on the development of civil service institutions and legislation to improve the delivery of services and the maintenance of records
- Organization of 12 seminars on the role of civil society organizations and traditional leaders in democratic systems for 1,200 participants from the five States of Darfur, including members of political parties, women's groups and ethnic and religious organizations, internally displaced persons and members of trade unions and academia
- Organization of 12 workshops on good governance for 300 representatives from national and local government, native administration and civil society organizations (including ethnic and religious organizations, women's and youth groups, academia and traditional peace committees)
- Organization of 60 meetings with the Darfur Regional Authority on the establishment and functioning of the transitional government bodies provided for in the Doha Document for Peace in Darfur (e.g., the Darfur Reconstruction and Development Fund, the Darfur Land Commission and the Compensation Commission)
- Organization of 60 meetings with the State land commissions and the Darfur Land Commission on land use and land tenure, traditional and historical rights to land (such as *hawakeer* (traditional land tenure rights) and migration routes) and natural resource management
- Provision of technical support and advice to the native administration through 5 workshops on gender issues, including increasing women's representation in native administration structure

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.2 Enhanced capacity of rule-of-law actors and security, justice and prison institutions to tackle impunity and improve the delivery of judicial services | 3.2.1 Increase in the number of judicial and prison officers trained on the administration of justice and prisoners' rights in accordance with international rule-of-law principles (2011/12: 170; 2012/13: 360; 2013/14: 400) |
| | 3.2.2 Increase in the number of mobile court hearings held in Darfur (2011/12: 6; 2012/13: 12; 2013/14: 16) |

3.2.3 Increase in the number of cases involving juvenile, sexual and gender-based violence and murder in which court procedures conform to internationally recognized rules and standards for fair trial (2011/12: 1; 2012/13: 500; 2013/14: 510)

3.2.4 Implementation of a 5-year plan by government prison authorities to strengthen the capacity of the prison system in Darfur (2013-2018)

*Outputs*

- Organization of 52 meetings with the judiciary, prosecutors and the Bar Association to provide advice on dealing with pending cases in accordance with applicable rules and international standards
- Organization of 6 workshops for the judiciary (including customary courts), prosecutors and the Bar Association throughout Darfur on strategies relating to the administration of justice, transitional justice, international standards, and legal aid systems and mechanisms
- Organization of 3 workshops for the judiciary, prosecutors, police investigators and the Bar Association throughout Darfur on addressing impunity and issues pertaining to the immunity of security personnel, armed factions and public officials in accordance with international standards
- Organization of 3 workshops for paralegals at community paralegal centres to strengthen their capacity to respond to and report cases of sexual and gender-based violence
- Organization of 12 meetings with legislative assemblies in the Darfur States on parliamentary processes and procedures
- Implementation of 12 quick-impact projects to rehabilitate the prison and judicial infrastructure, including through the provision of office equipment and furniture
- Conduct of 16 mobile court visits throughout Darfur to improve access to justice
- Organization of 3 advocacy seminars with the women's legislative caucuses and State legislative councils on the drafting of laws to address sexual and gender-based violence in Darfur
- One country report on the implementation of the United Nations Rule of Law Indicators to inform national and international strategies, plans and priorities in the sector; and organization of 1 workshop led by national authorities aimed at the preparation of a plan of action containing specific recommendations to address key findings in the report
- Organization of 5 workshops for 135 prosecutors, judges, medical personnel, armed personnel and law enforcement officials (police, staff of the National Intelligence and Security Service and prison officers) on combating violence against women
- Organization of 12 meetings with the National Prisons Development Committee on the implementation of prison system reforms in the five Darfur States, including the development and adoption of a prison administrative guidance manual
- Organization of weekly meetings with the State Directors of Prisons on progress made in the implementation of the 5-year strategic plan and on basic needs for strengthening prison institutions in Darfur

- Provision of 12 training courses for 360 government prison staff on basic prison duties; 1 course for 20 prison officers on middle-level management; 1 course for 30 prison officers on record-keeping and management; and 1 train-the-trainer course for 30 prison staff on training methodology
- Provision of 1 vocational skills training session for 120 prisoners in various trade areas to facilitate their community reintegration upon release
- 29,120 operational days for the capacity-building of Government of the Sudan police through co-location in 4 police training centres, 8 family and child protection units, the Crime Prevention Unit, 18 police stations, 4 traffic police sections, 4 anti-car-theft units and 4 community policing units to assist police in operating in accordance with internationally accepted standards (112 police officers co-located with Government of the Sudan police throughout Darfur for 5 days per week for 52 weeks)
- Provision of 169 basic and advanced training courses for 5,810 Government of the Sudan police, comprising 55 courses on police development for 2,200 officers, 25 courses on field command for 750 officers, 20 courses on middle management for 600 officers, 40 courses on computer skills for 800 officers, 5 courses on domestic violence for 200 officers, 5 courses on advanced crime scene management for 200 officers, 5 courses on public order management for 725 officers, 5 courses on first aid training for 125 officers, 1 course for 10 police officers abroad on senior police management, and 8 workshops for 200 officers on human rights standards, the rights of detainees, gender mainstreaming and democratic policing
- Provision of 45 courses for a total of 1,125 police of the signatories to the Doha Document for Peace in Darfur and to subsequent agreements (20 courses for 500 officers on basic human rights; 20 courses for 500 officers on community policing, gender and child protection; and 5 courses for 125 officers on midlevel management)
- Organization of 1,296 security coordination meetings for Government of the Sudan police, internally displaced persons and humanitarian agencies at 32 team sites

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.3 Promotion and protection of human rights in Darfur | 3.3.1 Implementation by the Government and/or oversight and legislative bodies of at least 2 new strategies for the promotion and protection of human rights, including transitional justice and women's rights, in Darfur |
| | 3.3.2 Compliance of national and regional laws, policies and/or initiatives with principles and standards of international human rights and humanitarian law (emergency law, 2007; National Intelligence and Security Service Act, 2010; Child Act, 2010; Criminal Act, 1991; and Criminal Procedure Act, 1991) |
| | 3.3.3 Increase in the number of responses in Darfur (investigations, prosecutions, adjudication, compensation and institutional reforms) to human rights violations by the Government (2011/12: 137; 2012/13: 200; 2013/14: 250) |
| | 3.3.4 Functioning of the National Human Rights Commission and the establishment of human rights subcommittees for Darfur, as provided for in the Doha Document for Peace in Darfur |

*Outputs*

- Advice and support to the Government's Advisory Council for Human Rights in Darfur through 1 workshop on the restructuring of the Darfur Human Rights Forum and the human rights cooperation framework; 2 meetings of the Darfur Human Rights Forum with the Government of the Sudan, the Advisory Council for Human Rights in Darfur, the National Human Rights Commission, the diplomatic community, United Nations agencies and civil society organizations; and 12 meetings of the State human rights subforums at the local level to address key human rights concerns
- Advice and support to the National Human Rights Commission through 4 training sessions and 4 meetings on the effective implementation of its human rights protection mandate
- Advice to State committees, through 12 meetings and 4 workshops, on combating violence against women, the implementation of their workplans, prevention strategies, responses to sexual and gender-based violence and institutional development
- Advice to the Parliament and State legislatures in Darfur, through 12 meetings and 4 workshops, on the adoption of new legislation on human rights and the conformity of existing laws with international human rights standards
- Conduct of 672 field visits to monitor and report on the human rights situation, comprising 288 monitoring and fact-finding visits to locations of alleged violations and local communities, and 384 follow-up visits to relevant local authorities on progress and actions taken
- Advice and technical assistance to the Government of the Sudan, through 96 judicial monitoring missions, 4 training sessions for prison personnel and a training manual for local courts in the five Darfur States, to enhance its capacity to provide justice to victims of human rights violations and to promote accountability in Darfur
- Advice and support to internally displaced persons, the administrators of camps for the internally displaced and relevant stakeholders, through 10 workshops and 192 meetings, to address violations of the human rights of members of vulnerable groups, including sexual and gender-based violence; to promote a conducive environment for the safe, voluntary and dignified return of refugees and internally displaced persons; and to promote and protect their economic, social and cultural rights
- Organization of 5 community awareness-raising campaigns on human rights (1 on International Women's Day, 1 for 16 Days of Activism against Gender Violence, 1 on Africa Human Rights Day, 1 on the International Day of Persons with Disabilities and 1 on International Human Rights Day)
- Technical assistance for the stakeholders of the Doha Document for Peace in Darfur and any subsequent agreements, through 10 workshops and 48 meetings, on the implementation of the human rights and transitional justice provisions of the agreements
- Technical assistance to the Darfur transitional justice forum, through 3 workshops and 2 studies, for its establishment and empowerment to fight impunity, advocate accountability for past human rights violations, promote reconciliation, develop knowledge of human rights and build the skills and capacity of key stakeholders, including civil society
- Provision of 18 training courses for prosecutors, judges, medical personnel, Sudanese Armed Forces personnel, law enforcement officials, armed movements and rural/traditional mechanisms on the administration of justice, international human rights standards and combating violence against women

- Technical assistance to the Government of the Sudan police training centres, the Judges' Training Centre, the Bar Association and tertiary educational institutions, through 8 workshops on human rights promotion and their human rights curricula
- Technical assistance to key State and non-State stakeholders on victim and witness protection, through 3 workshops on strategies to address impunity for past human rights violations and serious crimes
- Implementation of 8 quick-impact projects to promote human rights within the formal educational and judicial systems
- Provision of 4 training sessions for law enforcement agencies and other stakeholders to raise awareness about ending impunity and the importance of investigations and legal proceedings against perpetrators of crimes, in particular sexual and gender-based violence
- Reprinting of 5,000 human rights educational materials to raise awareness about relevant national and international human rights instruments for local communities
- Consultation and coordination with the Office of the United Nations High Commissioner for Human Rights special procedures mandate holders on matters pertaining to human rights advocacy
- Establishment of Gender-Based Violence State Committee in Eastern Darfur State and organization of 4 seminars throughout Darfur for the Committee on prevention and response relating to gender-based violence
- Organization of 2 seminars for the regional committee on Security Council resolution 1325 (2000) to develop the 2013/14 workplan on gender mainstreaming and monitor its implementation
- Organization of 4 workshops for the Ministry of Urban Planning and Public Utilities, the State Land Commission and native administration in Southern, Eastern, Western and Central Darfur States to review the current mechanisms and regulations of land use from a gender perspective and advise authorities on necessary policy reform
- Technical support to the Darfur regional women's legislative caucus through 1 seminar to review laws and advocate the reform of laws affecting women's equal participation in decision-making

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.4 Progressive elimination of the recruitment and use of child soldiers and other grave violations of children's rights committed by the parties to the conflict | 3.4.1 Increase in the number of action plans signed and implemented by the parties to the conflict to end the recruitment and use of child soldiers and other grave violations against children (2011/12: 4; 2012/13: 5; 2013/14: 6) |
| | 3.4.2 Establishment of 15 child protection committees in Northern, Southern, Central and Western Darfur States to raise awareness about child rights and child protection at the community level |

*Outputs*

- Organization of 6 meetings with the leaders of the parties to the conflict to obtain commitments to action plans for ending the recruitment and use of child soldiers and other violations of children's rights, pursuant to Security Council resolutions 1539 (2004), 1612 (2005), 1882 (2009), 1998 (2011) and 2003 (2011), and to provide advice and support in the drafting and implementation of the action plans

- Provision of 15 training courses on child rights and child protection and 16 training sessions on a monitoring and reporting mechanism for national partners, including civil society organizations, community policing volunteers, child protection committees and Government of the Sudan armed forces and police, in the five Darfur States
- 10 reports, including 4 mainstreaming and capacity-building training reports submitted to the Special Representative of the Secretary-General for Children and Armed Conflict and 6 reports on violations committed against children submitted to the Working Group of the Security Council on Children and Armed Conflict
- Daily monitoring of and reporting on violations committed against children, pursuant to Security Council resolutions 1612 (2005), 1882 (2009) and 1998 (2011)
- Organization of monthly meetings of the monitoring and reporting working group to follow up on violations perpetrated against children

*External factors*

The Government of the Sudan is committed to prison and justice sector reform in Darfur and willing to allocate the necessary funding through national budgetary allocations. The national parliament continues with the legislative reforms and adopts legislation in compliance with international human rights standards. Donors provide funds in support of rule-of-law, governance and human rights capacity-building initiatives

Table 4
**Human resources: component 3, rule of law, governance and human rights**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *I. Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Child Protection Unit** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 2 | 4 | – | **6** | 18 | 6 | **30** |
| Proposed posts 2013/14 | – | – | 2 | 4 | – | **6** | 18 | 6 | **30** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Gender Advisory Unit** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 2 | 6 | 1 | **9** | 19 | 5 | **33** |
| Proposed posts 2013/14 | – | – | 2 | 6 | 1 | **9** | 19 | 5 | **33** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Human Rights Section** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 12 | 38 | 1 | **52** | 84 | 33 | **169** |
| Proposed posts 2013/14 | – | 1 | 11 | 38 | 1 | **51** | 89 | 28 | **168** |
| **Net change** | – | – | (1) | – | – | **(1)** | 5 | (5) | **(1)** |
| **Rule of Law, Judicial System and Prison Advisory Section** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 9 | 7 | 4 | **21** | 31 | – | **52** |
| Proposed posts 2013/14 | – | 1 | 9 | 7 | 4 | **21** | 31 | – | **52** |
| **Net change** | – | – | – | – | – | – | – | – | – |

| I. Civilian staff | International staff | | | | | | National staff[a] | United Nations Volunteers | Total |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | | | |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved posts 2012/13 | – | 2 | 25 | 55 | 6 | **88** | 152 | 44 | **284** |
| Proposed posts 2013/14 | – | 2 | 24 | 55 | 6 | **87** | 157 | 39 | **283** |
| **Net change** | – | – | (1) | – | – | **(1)** | 5 | (5) | **(1)** |
| *II. Government-provided personnel* | | | | | | | | | |
| Approved 2012/13 | | | | | | | | | **6** |
| Proposed 2013/14 | | | | | | | | | **6** |
| **Net change** | | | | | | | | | **–** |
| **Total (I-II)** | | | | | | | | | |
| Approved 2012/13 | | | | | | | | | **290** |
| Proposed 2013/14 | | | | | | | | | **289** |
| **Net change** | | | | | | | | | **(1)** |

[a] Includes National Professional Officers and national General Service staff.

### Human Rights Section

*International staff: decrease of 1 post (reassignment of 1 P-5 post to the Office of the Deputy Joint Special Representative (Political))*

*National staff: increase of 5 posts (conversion to 5 National Professional Officer posts)*

*United Nations Volunteers: decrease of 5 positions (conversion of 5 positions to National Professional Officer posts)*

57. Pursuant to a review and streamlining of the work processes of the Human Rights Section, it is proposed that its staffing establishment be adjusted to reflect the reassignment of one post of Human Rights Officer (P-5) to the Office of the Deputy Joint Special Representative (Political) to support better coordination, strategic engagement, high-level advocacy on sexual violence in conflict and effective implementation of relevant Security Council resolutions on women and peace and security. In addition to building national capacity, the staffing establishment of the Section will be adjusted to reflect the proposed conversion of five international positions of Human Rights Officer (United Nations Volunteer) to the National Professional Officer level. The incumbents will be responsible for maintaining liaison with other sections, relevant United Nations agencies, national partners and representatives of civil society, with a particular focus on women, children, internally displaced persons and other vulnerable groups.

**Component 4: humanitarian liaison and recovery ("formerly humanitarian and recovery development liaison")**

58. The humanitarian liaison and recovery component of UNAMID encompasses the coordination and monitoring of issues concerning the protection of civilians; support for the United Nations country team's provision of humanitarian assistance to vulnerable populations and for its promotion of a gradual transition from humanitarian relief to early recovery; support for the return of refugees and internally displaced persons; support for women's participation in post-conflict recovery and their socioeconomic empowerment; HIV/AIDS awareness and prevention activities; and the identification of implementing partners to provide assistance to victims of explosive remnants of war. In particular, within this component the Operation will continue to focus on supporting the expansion of humanitarian access and the provision of humanitarian assistance in remote and isolated areas by contributing to the establishment of favourable security conditions. Pursuant to Security Council resolutions 1308 (2000) and 1983 (2011), UNAMID will strengthen its collaboration and partnership with the Sudan National AIDS Programme, the Ministry of Health, the United Nations country team and non-governmental organizations to promote greater access to HIV/AIDS services for the Darfur community. The Operation will organize capacity-building programmes for the Government of the Sudan security institutions, ex-combatants and internally displaced persons. The Operation will work closely with the Sudan National AIDS Programme to enhance its capacity to independently steer HIV/AIDS interventions in target groups.

59. In close collaboration with the Resident Coordinator/Humanitarian Coordinator for the Sudan, the Operation will carry out its work in coordination and full consultation with the United Nations country team and other international and non-governmental actors, including bilateral and multilateral donors. In this connection, it will participate in the Darfur Protection Cluster Group, led by UNHCR, and co-chair the Darfur integrated strategic framework Working Group on the Protection of Civilians. In addition, the Operation will participate in the Darfur Recovery Working Group, the principal platform for the inter-agency planning and implementation of early recovery and reconstruction activities, to contribute to the creation of a safe, secure and stable environment conducive to the normalization of life in Darfur. The Operation will coordinate its civilian, military, police and logistics support with the United Nations country team to facilitate the timely and unimpeded delivery of humanitarian assistance throughout Darfur. As a member of the return coordination structures, such as the Joint Verification Mechanism, the High-level Committee on Humanitarian Activities in Darfur, the Return and Reintegration Working Group, the State technical committees and the Return sub-Cluster, the Operation will continue to support the United Nations country team in finding durable solutions for displaced populations in Darfur.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 4.1 Sustained secure environment that enables the delivery of humanitarian assistance and the restoration of livelihoods | 4.1.1 Increased allocation of funds in the national budget for early recovery activities in Darfur (2011/12: not applicable; 2012/13: 60 per cent; 2013/14: 70 per cent) |
| | 4.1.2 Increased number of recovery and rehabilitation projects funded through the Peace and Stability Fund and other funds (2011/12: 7; 2012/13: 30; 2013/14: 45) |
| | 4.1.3 Increased delivery of humanitarian assistance in areas where access has been restricted or intermittent (2011/12: 11 villages; 2012/13: 30 villages; 2013/14: 40 villages) |
| | 4.1.4 Improved access to data regarding victims of explosive remnants of war through the harmonization of data among victim assistance stakeholders in Darfur, as a percentage of victim incident reports from the El Fasher Association for the Disabled (2011/12: 0 per cent; 2012/13: 7 per cent; 2013/14: 14 per cent) |

*Outputs*

- Advice to the High-level Committee on Humanitarian Activities in Darfur, through monthly meetings and participation in ad hoc multi-donor group meetings on humanitarian affairs
- Conduct of weekly United Nations country team coordination meetings on humanitarian and protection-of-civilians issues
- Implementation of 10 quick-impact projects in support of post-conflict early recovery with regard to water, health and educational facilities; the increased participation of women in post-conflict recovery and development activities and their socioeconomic empowerment; and the construction of HIV/AIDS counselling and testing centres
- Training and provision of equipment for two local implementing partners on the gathering of data on the disabilities of victims of explosive remnants of war
- Advice to the parties to the conflict through monthly meetings in each of the five Darfur States to facilitate the timely and unhindered delivery of humanitarian assistance to populations in need in areas under their control

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 4.2 Darfuri civilians living free from fear of attack or harassment and internally displaced persons and refugees voluntarily returning to their homes or resettling in safe and secure environments | 4.2.1 Reduction in the number of recorded incidents involving the protection of civilians (2011/12: 2,137; 2012/13: 1,000; 2013/14: 800) |
| | 4.2.2 Increase in the number of internally displaced persons and refugees voluntarily leaving camps to return or resettle (2011/12: 178,589; 2012/13: 800,000; 2013/14: 1,000,000) |

*Outputs*

- Reinforcement of early warning mechanisms, through timely identification and reporting, and of their linkages with rapid response mechanisms, to protect civilians under imminent threat

- Organization of monthly meetings of the Protection of Civilians Working Group and the Darfur Protection Cluster Group on threats and issues related to the protection of civilians
- Conduct of 300 inter-agency field verification missions to return sites to verify and assess protection and humanitarian needs
- Advice to government officials through monthly meetings with the Joint Verification Mechanism, the Return and Reintegration Working Group, the State technical committees and the Returns sub-Cluster, on returnees' protection needs and priorities
- Organization of 8 workshops, each with 20 representatives from State authorities, local administration and line ministries, on the management of return and reintegration activities in Darfur
- Organization of 4 community dialogue forums throughout Darfur on women's perceptions of and recommendations for ensuring the physical security of women and their communities
- Provision of 8 training courses for the Sudan National AIDS Programme, HIV/AIDS service organizations, Government of the Sudan police, prison and military officers, internally displaced persons, women, youth, prison inmates and ex-combatants, on HIV/AIDS awareness and peer education, in coordination with the United Nations country team
- Provision of 20 training sessions targeting 1,000 participants on HIV/AIDS awareness and prevention strategies for community police volunteers in camps for internally displaced persons

*External factors*

Bilateral and multilateral donors provide extrabudgetary funding for relief and recovery activities. The parties to the conflict commit to and fully implement the provisions of the Doha Document for Peace in Darfur and subsequent agreements related to humanitarian assistance, humanitarian access, the protection of civilians and early recovery

Table 5
**Human resources: component 4, humanitarian liaison and recovery**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Protection Strategy and Coordination Division** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | – | 1 | 1 | **3** | 3 | – | **6** |
| Proposed posts 2013/14 | – | 1 | – | 1 | 1 | **3** | 3 | – | **6** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Humanitarian and Recovery Assistance Liaison Unit** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 7 | 13 | – | **20** | 17 | 12 | **49** |
| Proposed posts 2013/14 | – | – | 7 | 13 | – | **20** | 15 | 8 | **43** |
| **Net change** | – | – | – | – | – | – | **(2)** | **(4)** | **(6)** |

| | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P 3-P-2 | Field Service | Subtotal | National staff[a] | United Nations Volunteers | Total |
| **Total** | | | | | | | | | |
| Approved 2012/13 | – | 1 | 7 | 14 | 1 | **23** | 20 | 12 | **55** |
| Proposed 2013/14 | – | 1 | 7 | 14 | 1 | **23** | 18 | 8 | **49** |
| **Net change** | – | – | – | – | – | – | **(2)** | **(4)** | **(6)** |

[a] Includes National Professional Officers and national General Service staff.

*International staff: net change of zero (reclassification of 1 D-2 post as a D-1 post)*

*National staff: net decrease of 2 posts (abolishment of 2 national General Service staff posts)*

*United Nations Volunteers: net decrease of 4 positions (abolishment)*

**Protection Strategy and Coordination Division**

*International staff: net change of zero (reclassification of 1 D-2 post as a D-1 post)*

60. Pursuant to a streamlining of the work processes of the Protection Strategy and Coordination Division, it is proposed that the staffing establishment of the Division be adjusted through the reclassification of the post of Head of Humanitarian Affairs (D-2) as a D-1 post.

**Humanitarian and Recovery Assistance Liaison Unit**

*National staff: decrease of 2 posts (abolishment of national General Service staff posts)*

*United Nations Volunteers: decrease of 4 positions (abolishment)*

61. Pursuant to a review and streamlining of the work processes of the Humanitarian and Recovery Assistance Liaison Unit, it is proposed that the staffing establishment of the Unit be adjusted to reflect the abolishment of four positions of Humanitarian Affairs Officer (United Nations Volunteer) and two posts of Driver (national General Service), which are no longer necessary.

**Component 5: support**

62. The support component of UNAMID reflects the work of the Mission Support Division, the Security and Safety Section, the Conduct and Discipline Team and the HIV/AIDS Unit. During the budget period, the support component will provide effective and efficient logistical, administrative and security services in support of the implementation of the Operation's mandate through the delivery of related outputs and the introduction of service improvements, as well as the realization of efficiency gains. As part of management improvement, the proposed budget for 2013/14 reflects the application of a weighted historical financial variance factor that captures historical performance related to the cancellation of obligations from two previous financial years (2009/10 and 2010/11), resulting in reduced requirements of $6 million. Support will be provided to the average deployed strength of 260 military observers, 15,917 military contingent personnel, 2,380

formed police personnel, and 2,403 United Nations police officers, and to the civilian staffing establishment of 1,205 international staff (exclusive of 57 international staff redeployed to the Regional Service Centre in Entebbe), 2,970 national staff (exclusive of 49 national staff redeployed to the Centre) and 520 United Nations Volunteers. The range of support will comprise the implementation of personnel administration, health care, the maintenance and construction of office and accommodation facilities, the establishment and maintenance of an information and communications technology infrastructure, air operations, surface transport operations, supply and resupply operations and the provision of legal and security services Operation-wide.

63. Efforts will continue to be made towards the outsourcing of some services such as security, cleaning and maintenance with the aim of reducing administrative costs associated with hiring, supervision, and increasing both the quality and the reliability of services.

64. On the basis of the decision of the Vehicle Establishment Committee, UNAMID will be reducing its light passenger vehicle fleet by 673, including 51 vehicles transferred to other peacekeeping missions, by 30 June 2013. An additional 764 vehicles have been proposed for write-off or transfer to other peacekeeping missions by 30 June 2014. Further reductions in 2013/14 will be implemented on the basis of the outcome of the comprehensive civilian staff review. The proposed cost savings for the 764 vehicles proposed by the Committee would amount to $3,208,800 for spare parts, maintenance, third-party insurance coverage and fuel consumption, based on a monthly cost of $700 for a six-month period.

65. With a view to ensuring adequate performance and connectivity, the information and communications technology infrastructure will be upgraded with additional bandwidth in support of the global rollout of systems compliant with the International Public Sector Accounting Standards (IPSAS), such as Umoja and other systems, including the United Nations welfare calling network and correspondence management system application. Support for and the maintenance of planned radio broadcast stations will depend on granting by the Government of the Sudan of an operating licence.

66. UNAMID will focus on ensuring a robust, reliable, secure and available information and communications technology environment in support of core business activities by strengthening, stabilizing and improving the current infrastructure and maintaining the integrity of existing technologies and services. UNAMID will introduce virtual private network services to allow for secure and reliable remote access on the Internet to internal information and communications technology services, including applications, messaging and other systems and services of the Department of Field Support and the Department of Peacekeeping Operations. UNAMID will continue to deploy unified communications solutions that enable users to identify, locate and communicate with one another, seamlessly, over various devices, including desktop computers, cell phones, handheld devices and mobile computing devices (e.g., iPads). Furthermore, in an effort to maximize the use of its resources, UNAMID will expand its videoconferencing services, move towards a complete virtualization of servers and introduce a virtual desktop infrastructure environment, as well as introducing cloud computing, which can provide for new levels of efficiencies, including collaboration, agility, speed and cost savings.

67. UNAMID will continue to operate an electronic rations management system that will be fully implemented in 2012/13. This system captures the new United Nations food standards and specifications to better support field operations. It will offer greater advantages in terms of the efficient management of rations in the Operation. In addition, UNAMID will operate an electronic fuel management system, a web-based application that will be implemented in 2012/13 at the main hubs and at team sites mission-wide. This system will enhance internal control, accountability and management of the fuel supply by providing a reliable, sound and strong database for fuel management. The electronic fuel management system will cover all fuel-consuming machinery (generators, vehicles and aircraft) as well as oil and lubricants. It is estimated that through the streamlining of rations and fuel invoice verification, the Operation will be rewarded with discounts estimated at $1.5 million for early and prompt payments to vendors.

68. Passenger movements are planned to be carried out largely by air, including in areas where transport by vehicle is physically possible but security considerations preclude ground movements. Rotations of military and police units will continue to be supported from three main locations (El Fasher, El Geneina and Nyala). The movement of cargo from Port Sudan and Khartoum will continue to be carried out by contractors owing to restrictions imposed by government authorities as well as to volatile security conditions. Inside Darfur, the movement of cargo will be carried out primarily by United Nations civilian and military assets, with the use of local transport companies as a complementary option. Cargo movements will be carried out by surface transport (road and rail), whereas airlift will be used only for urgently required and sensitive cargo (ammunition, weapons and communications equipment). Owing to the fact that the security and dependability of the rail system are subject to volatility, movements by rail will be made on an ad hoc basis and only as a last resort.

69. Medical services will continue to enhance preventive health measures through awareness-raising and sensitization campaigns. Predeployment screening and immunization will be conducted with a view to reducing the cost of treating uniformed personnel in contracted hospitals. The enhancement of the diagnostic capabilities of all United Nations-owned medical facilities will be completed in 2013/14, and drugs will be restricted to first- and second-line therapies, with limitations on the use of speciality drugs.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.1 Increased efficiency and effectiveness of logistical, administrative and security support to the Operation | 5.1.1 Reduced percentage of unliquidated obligations carried forward from the previous budget period (2011/12: 12 per cent of total expenditure; 2012/13: 8 per cent; 2013/14: 5 per cent) |
| | 5.1.2 Reduced number of days required to fully carry out a technical evaluation in the requisitioning process (2011/12: 30; 2012/13: 15; 2013/14: 12) |
| | 5.1.3 Reduced percentage of warehousing reserved stock (2011/12: 25 per cent of total inventory; 2012/13: 15 per cent; 2013/14: 12.5 per cent) |
| | 5.1.4 Progress on IPSAS and Umoja implementation |

*Outputs*

**Service improvements**

- Installation and operation of advanced electronic fuel management systems for monitoring and control of fuel usage at all fuel receiving and dispensing points
- Installation and operation of an electronic rations management tool for monitoring, control and management of food rations
- Rotation of military contingents and formed police units from countries in the region (Burkina Faso, Djibouti, Egypt, Jordan, Nigeria and Togo) using United Nations air assets under Transportation and Movements Integrated Control Centre arrangements rather than by chartered commercial flights
- Installation of 400 solar water heaters in ablutions mission-wide by June 2014 to replace electric water heaters
- Installation and operation of 220 wastewater treatment plants mission-wide by June 2014
- Support for the implementation of IPSAS, including the re-engineering of business processes for IPSAS compliance, the updating of mission standard operating procedures to reflect IPSAS requirements, and the training of all finance, budget and property management staff in the Operation
- Support for the implementation of Umoja, including legacy system data quality analyses and data cleansing in the Operation

**Military, police and civilian personnel**

- Emplacement, rotation and repatriation of an average strength of 15,917 military contingent personnel, 260 military observers, 2,403 United Nations police officers and 2,380 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for military and police personnel
- Storage and supply of daily rations and water for an average strength of 15,457 military personnel (exclusive of 460 staff and liaison officers) and 2,380 formed police personnel in 84 locations
- Administration of an average of 4,695 civilian staff (exclusive of 106 civilian personnel redeployed to the Regional Service Centre in Entebbe), comprising 1,205 international staff, 2,970 national staff and 520 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and disciplinary action

**Facilities and infrastructure**

- Construction of 6 helipads at 6 team sites, 1 hard-wall warehouse, 1.6 km of asphalt pavement for internal roads in the mission subsistence allowance accommodation at El Geneina, and development of 2 airstrips at two new sector headquarters, in Zalingei and Al Da'ein
- Development of 23 new boreholes and construction of 1 water retaining structure and 1 *hafir* to meet water needs at team sites
- Construction of 1 landfill site at the El Geneina super-camp and 20 controlled tipping sites at team sites

- Construction of roof rain harvesting systems at 4 super camps and office
- Operation and maintenance of 105 boreholes, 166 United Nations-owned water purification plants in 48 locations, 156 wastewater treatment plants and water and wastewater systems at 48 locations
- Operation and maintenance of 1,734 United Nations-owned and 579 contingent-owned generators in 48 locations
- Storage and supply of 37.8 million litres of petrol, oil and lubricants for generators

**Ground transportation**

- Operation and maintenance of 2,540 United Nations-owned vehicles and equipment, including 29 armoured vehicles, and 2,650 contingent-owned vehicles, through 36 workshops in 35 locations
- Supply of 8 million litres of petrol, oil and lubricants for ground transportation
- Operation of a daily shuttle service 7 days a week for an average of 1,500 United Nations personnel per day from their accommodation to the mission area

**Air transportation**

- Operation and maintenance of 9 fixed-wing and 25 rotary-wing aircraft, including 3 military-type utility aircraft, in 31 locations (26 helipads and 5 airports, at El Fasher, Nyala, El Geneina, Khartoum and Entebbe)
- Supply of 27 million litres of petrol, oil and lubricants for air operations

**Communications**

- Support and maintenance of a satellite network consisting of 3 Earth station hubs to provide voice, fax, video and data communications
- Support and maintenance of 89 very small aperture terminal (VSAT) systems, 182 telephone exchanges and 129 microwave links
- Support and maintenance of 2,270 high-frequency, 1,347 very-high-frequency and 10,882 ultra-high-frequency repeaters and transmitters
- Support and maintenance of 1 FM radio broadcast station at 1 radio production facility

**Information technology**

- Support and maintenance of 226 servers, 4,664 desktop computers, 1,950 laptop computers, 1,751 printers and 91 digital senders in 114 locations
- Support and maintenance of local-area networks (LAN) and wide-area networks (WAN) for 5,000 users in 114 locations
- Support and maintenance of the wireless area network

**Medical**

- Operation and maintenance of 6 level I clinics, 3 level II clinics and 1 level III medical facility as well as 67 emergency and first aid stations in a total of 76 locations for all mission personnel, staff of other United Nations agencies and the local civil population in emergency cases

- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including 6 level IV hospitals (2 in Nairobi, 3 in Cairo and 1 in Dubai)
- Provision of HIV-related services comprising the operation and maintenance of HIV voluntary confidential counselling and testing facilities for all mission personnel, and an HIV sensitization programme, including peer education, for all mission personnel

**Security**

- Provision of security services 24 hours a day 7 days a week, throughout the mission area
- Round-the-clock close protection for senior mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 450 residences
- Conduct of a total of 106 information sessions on security awareness and contingency plans for all mission staff and induction security training and primary fire training/drills for all new mission staff

*External factors*

Suppliers of goods and services will be able to deliver as contracted. The security situation in the mission area will allow freedom of movement. No activities will occur that would result in the mine contamination or recontamination of known safe areas

Table 6
**Human resources: component 5, support**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Conduct and Discipline Team** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 5 | 3 | 1 | **10** | 3 | – | **13** |
| Proposed posts 2013/14 | – | 1 | 5 | 6 | 1 | **13** | 14 | – | **27** |
| **Net change** | – | – | – | **3** | – | **3** | **11** | – | **14** |
| Approved temporary positions[b] 2012/13 | – | – | – | 3 | – | **3** | 11 | – | **14** |
| Proposed temporary positions[b] 2013/14 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | – | **(3)** | – | **(3)** | **(11)** | – | **(14)** |
| **Subtotal** | | | | | | | | | |
| Approved 2012/13 | – | 1 | 5 | 6 | 1 | **13** | 14 | – | **27** |
| Proposed 2013/14 | – | 1 | 5 | 6 | 1 | **13** | 14 | – | **27** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **HIV/AIDS Unit** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 2 | – | – | **2** | 12 | 8 | **22** |
| Proposed posts 2013/14 | – | – | 2 | – | – | **2** | 17 | 3 | **22** |
| **Net change** | – | – | – | – | – | – | **5** | **(5)** | – |

| | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Office of the Deputy Joint Special Representative for Operations and Management** | | | | | | | | | |
| Approved posts 2012/13 | 1 | – | 3 | 1 | 1 | **6** | 4 | – | **10** |
| Proposed posts 2013/14 | 1 | – | 3 | 1 | 1 | **6** | 4 | – | **10** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Office of the Director of Mission Support** | | | | | | | | | |
| Approved posts 2012/13 | – | 2 | 14 | 16 | 38 | **70** | 66 | 12 | **148** |
| Proposed posts 2013/14 | – | 1 | 7 | 10 | 21 | **39** | 89 | 19 | **147** |
| **Net change** | – | **(1)** | **(7)** | **(6)** | **(17)** | **(31)** | **23** | **7** | **(1)** |
| **Office of the Deputy Director of Mission Support** | | | | | | | | | |
| Approved posts 2012/13 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2013/14 | – | 1 | 12 | 20 | 77 | **110** | 193 | 69 | **372** |
| **Net change** | – | **1** | **12** | **20** | **77** | **110** | **193** | **69** | **372** |
| **Operations and Services (formerly Administrative Services)** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 17 | 41 | 115 | **174** | 326 | 98 | **598** |
| Proposed posts 2013/14 | – | 1 | 16 | 36 | 92 | **145** | 506 | 60 | **711** |
| **Net change** | – | – | **(1)** | **(5)** | **(23)** | **(29)** | **180** | **(38)** | **113** |
| Approved temporary positions[b] 2012/13 | – | – | – | – | – | – | – | – | – |
| Proposed temporary positions[b] 2013/14 | – | – | 1 | 1 | 1 | **3** | – | – | **3** |
| **Net change** | – | – | **1** | **1** | **1** | **3** | – | – | **3** |
| **Subtotal** | | | | | | | | | |
| Approved 2012/13 | – | 1 | 17 | 41 | 115 | **174** | 326 | 98 | **598** |
| Proposed 2013/14 | – | 1 | 17 | 37 | 93 | **148** | 506 | 60 | **714** |
| **Net change** | – | – | – | **(4)** | **(22)** | **(26)** | **180** | **(38)** | **116** |
| **Procurement and Contracts Management Services** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 6 | 10 | 17 | **34** | 29 | 9 | **72** |
| Proposed posts 2013/14 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | **(1)** | **(6)** | **(10)** | **(17)** | **(34)** | **(29)** | **(9)** | **(72)** |
| **Supply Chain Management (formerly Integrated Support Services)** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 24 | 57 | 225 | **307** | 1 049 | 226 | **1 582** |
| Proposed posts 2013/14 | – | 1 | 15 | 34 | 184 | **234** | 601 | 123 | **958** |
| **Net change** | – | – | **(9)** | **(23)** | **(41)** | **(73)** | **(448)** | **(103)** | **(624)** |

| | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | National staff[a] | United Nations Volunteers | Total |
| **Communications and Information Technology Services** | | | | | | | | | |
| Approved posts 2012/13 | – | 1 | 7 | 4 | 119 | **131** | 105 | 176 | **412** |
| Proposed posts 2013/14 | – | 1 | 7 | 11 | 123 | **142** | 98 | 171 | **411** |
| **Net change** | – | – | – | **7** | **4** | **11** | **(7)** | **(5)** | **(1)** |
| **Security and Safety Section** | | | | | | | | | |
| Approved posts 2012/13 | – | – | 6 | 37 | 146 | **189** | 723 | – | **912** |
| Proposed posts 2013/14 | – | – | 6 | 37 | 146 | **189** | 723 | – | **912** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Total** | | | | | | | | | |
| Approved posts 2012/13 | 1 | 7 | 84 | 169 | 662 | **923** | 2 317 | 529 | **3 769** |
| Proposed posts 2013/14 | 1 | 6 | 73 | 155 | 645 | **880** | 2 245 | 445 | **3 570** |
| **Net change** | – | **(1)** | **(11)** | **(14)** | **(17)** | **(43)** | **(72)** | **(84)** | **(199)** |
| Approved temporary positions[b] 2012/13 | – | – | – | 3 | – | **3** | 11 | – | **14** |
| Proposed temporary positions[b] 2013/14 | – | – | 1 | 1 | 1 | **3** | – | – | **3** |
| **Net change** | – | – | **1** | **(2)** | **1** | – | **(11)** | – | **(11)** |
| **Total** | | | | | | | | | |
| Approved 2012/13 | 1 | 7 | 84 | 172 | 662 | **926** | 2 328 | 529 | **3 783** |
| Proposed 2013/14 | 1 | 6 | 74 | 156 | 646 | **883** | 2 245 | 445 | **3 573** |
| **Net change** | – | **(1)** | **(10)** | **(16)** | **(16)** | **(43)** | **(83)** | **(84)** | **(210)** |

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

*International staff: net decrease of 43 posts*

*National staff: net decrease of 83 posts*

*United Nations Volunteers: net decrease of 84 positions*

70. The Office of the Director of Mission Support provides administrative, logistical and technical support to the military, civilian police and other civilian substantive offices of UNAMID in the implementation of its mandate. Under its current structure, the Office is headed by the Director of Mission Support (D-2) and supported by four Services, namely, Integrated Support Services, Administrative Services, Communications and Information Technology Services and Procurement and Contracts Management Services, each of which is headed by a Chief at the D-1 level. In addition, the Division had a post of Deputy Director of Mission Support at the D-1 level, which was redeployed from the Office of the Director of Mission Support as Chief of the Regional Service Centre in Entebbe during the 2011/12 period.

71. In order to achieve greater efficiencies and effectiveness and accountability in the management of resources and the delivery of services, it is proposed that the Mission Support Division be restructured in order to create three support pillars, Supply Chain Management, Operations and Services and Communications and Information Technology Services, each headed by a Chief (D-1) reporting to the Director of Mission Support, as opposed to the current four Services. In addition to the accommodation of the functions of the Deputy Director of Mission Support (D-1) through the reassignment of the post of Chief, Procurement and Contracts Management Services (D-1), it is proposed that the two D-1 posts of Chief, Integrated Support Services, and Chief, Administrative Services, be renamed Chief, Supply Chain Management, and Chief, Operations and Services, respectively.

72. The Office of the Director of Mission Support will be reorganized, with particular focus placed on expanding the functions of the Deputy Director of Mission Support (D-1) to include supervising the Contracts Management Section and the Mission Support Centre (formerly the Joint Logistics Operations Centre). In addition, the Deputy Director of Mission Support will coordinate all activities of the regional support offices in the sectors, with a view to ensuring coherent oversight and delivery of services in the sectors. It is also proposed that the various boards and committees (with the exception of the Board of Inquiry), such as the Local Property Survey Board, the local committee on contracts and the Claims Review Board, be supervised and coordinated by the Deputy Director of Mission Support. Accordingly, it is proposed that the Office of the Deputy Director of Mission Support include the Mission Support Centre, the Contracts Management Section, the Claims and Property Survey Board, the Training Section, the Conference Management and Translation Unit and the sector offices.

73. It is proposed that the Supply Chain Management pillar of the Mission Support Division, headed by a Chief at the D-1 level, consist of the following Sections: the Supply Section, the Aviation Section, the Transport Section, the Movement Control Section and the Contingent-owned Equipment and Property Management Section. The Chief, Supply Chain Management, will be required to create an appropriate infrastructure and systems architecture that would allow for interoperability and an integrated approach to service delivery and would interface with the Global Service Centre in Brindisi, Italy, and the Regional Service Centre in Entebbe. It is proposed that the Water and Environment Protection Unit, which was under the former Integrated Support Services, be transferred to the Office of the Director of Mission Support and that the Geographic Information Systems Section, which was also under the former Integrated Support Services, be transferred to the Communications and Information Technology Services.

74. The Operations and Services component of the Mission Support Division, headed by a Chief at the D-1 level, will consist of the Human Resources Management Section, the Engineering Section, the Finance Section, the Procurement Section and the Medical Services Section, as well as the Staff Counselling and Welfare Unit.

75. The focus of the new support model will be on enhancing the integration and interoperability of support and services provided by the Mission Support Division, optimizing the use of existing resources. The organizational entities under Supply Chain Management and Operations and Services will remain as currently structured, with further review for the consolidation and merging of some Sections to be considered for the 2014/15 budget period.

**Conduct and Discipline Team**

*International staff: no net change (conversion of 3 P-3 general temporary assistance positions to posts)*

*National staff: no net change (conversion of 3 National Professional Officer and 8 national General Service temporary positions to posts)*

76. The Conduct and Discipline Team supports the Head of Mission in designing and implementing measures to prevent misconduct, enforce United Nations standards of conduct and ensure remedial action where misconduct has occurred. It also provides technical advice and guidance to senior mission leadership on United Nations rules, policies and procedures relating to conduct and discipline, and it receives, assesses and refers allegations of misconduct for appropriate action. Promoting good conduct and discipline through such measures as the awareness-raising and training of mission personnel regarding United Nations standards of conduct is a constant activity for the Team as new civilian personnel arrive and uniformed personnel rotate. The Team will continue to place emphasis on ensuring good conduct and discipline, primarily through efforts to prevent misconduct. Given the large number of personnel in each area of deployment and the long distances between them, it is proposed that conduct and discipline personnel be present in all five regional offices on a permanent basis. In the light of the workload of the Team and the continuing nature of its functions, it is proposed that six temporary positions of Conduct and Discipline Officer (3 P-3 and 3 National Professional Officer), four temporary positions of Office Assistant (national General Service) and four temporary positions of Driver (national General Service) be converted to posts.

**HIV/AIDS Unit**

*National staff: increase of 5 posts (conversion to 5 National Professional Officer posts)*

*United Nations Volunteers: decrease of 5 positions (conversion of 5 positions to National Professional Officer posts)*

77. Pursuant to a review and streamlining of the work processes of the HIV/AIDS Unit, and in order to build national capacity, the staffing establishment of the Unit will be adjusted to reflect the conversion of five international positions of HIV/AIDS Officer (United Nations Volunteer) to the National Professional Officer level. The National Professional Officers will promote HIV/AIDS awareness and prevention programme activities.

**Office of the Director of Mission Support**

*International staff: net decrease of 31 posts (reassignment of 1 D-1 post to the Khartoum Liaison Office, redeployment of 27 posts (5 P-5, 1 P-4, 3 P-3, 1 P-2 and 17 Field Service) and abolishment of 3 posts (1 P-4 and 2 P-3)*

*National staff: net increase of 23 posts (redeployment of 29 national General Service staff posts, offset by the redeployment of 3 National Professional Officer posts to the sector offices and the abolishment of 3 national General Service staff posts)*

*United Nations Volunteers: net increase of 7 positions (redeployment)*

78. A summary of the proposed staffing changes in the Office of the Director of Mission Support is presented in the table below:

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| Immediate Office of the Director of Mission Support | Reassignment | (1) | 1 D-1 | To the Khartoum Liaison Office |
| | Redeployment | (38) | 4 P-5, 2 P-4, 2 P-3, 10 Field Service, 4 National Professional Officer and 16 national General Service | To the sector offices |
| | Reassignment | (2) | 1 P-4 and 1 P-3 | To the Budget, Risk Management and Compliance Unit |
| | Redeployment | (2) | 1 Field Service and 1 national General Service | To the Office of the Deputy Director of Mission Support |
| **Net change** | | **(43)** | | |
| Budget, Risk Management and Compliance Unit (formerly the Budget Section) | Reassignment | 2 | 1 P-4 and 1 P-3 | From the Office of the Director of Mission Support |
| | Abolishment | (2) | National General Service | |
| **Net change** | | – | | |
| Water and Environment Protection Unit[a] | Redeployment | 107 | 1 P-4, 3 P-3, 16 Field Service, 1 National Professional Officer, 67 national General Service and 19 United Nations Volunteer | From the former Integrated Support Services |
| **Net change** | | **107** | | |
| Contingent-owned Equipment and Property Management Section[a] | Redeployment | (61) | 1 P-5, 4 P-3, 1 P-2, 22 Field Service, 21 national General Service and 12 United Nations Volunteer | To Supply Chain Management |
| | Abolishment | (4) | 1 P-4, 2 P-3 and 1 national General Service | |
| **Net change** | | **(65)** | | |
| **Total change** | | **(1)** | | |

[a] Reflects the realignment of the Water and Environment Protection Unit, moving from the former Integrated Support Services to the Office of the Director of Mission Support, and the realignment of the Contingent-owned Equipment and Property Management Section with Supply Chain Management, in line with the aforementioned proposed structure.

*Immediate Office of the Director of Mission Support*

79. In line with the restructuring of the support component, it is proposed that the staffing establishment of the Immediate Office of the Director of Mission Support be adjusted, through: (a) the reassignment of the post of Principal Administrative Officer (D-1) to the Khartoum Liaison Office; (b) the redeployment of two posts of Administrative/Office Assistant (1 Field Service and 1 national General Service) to the Office of the Deputy Director of Mission Support; and (c) the reassignment of one post of Coordination Officer (P-4) and one post of Administrative Officer (P-3) to the Budget, Risk Management and Compliance Unit. In addition, it is proposed that 38 posts (4 P-5, 2 P-4, 2 P-3, 10 Field Service, 4 National Professional Officer

and 16 national General Service) be redeployed to the sector offices. The 38 posts will comprise 4 posts of Senior Administrative Officer (P-5), 4 posts of Administrative Officer (2 P-4, 1 P-3 and 1 Field Service), 5 posts of Liaison Officer (1 P-3 and 4 National Professional Officer), 22 posts of Administrative Assistant/Driver (9 Field Service and 13 national General Service), 2 posts of Team Assistant (national General Service) and 1 post of Language Assistant (national General Service).

*Budget, Risk Management and Compliance Unit*

80. With the proposed reassignment of the posts of Coordination Officer (P-4) and Administrative Officer (P-3) from the Immediate Office of the Director of Mission Support as Risk Management Officer posts, it is proposed that the Budget Section and the Audit Compliance Unit be merged to form the Budget, Risk Management and Compliance Unit. In addition, in line with the streamlining and integration of functions, the functions of two Budget Assistants (national General Service) are no longer required and are proposed for abolishment.

*Water and Environment Protection Unit*

81. In the context of the reconfiguration of the organizational and administrative structure of the Operation, it is proposed that the Water and Environment Protection Unit be realigned, with a staffing establishment of 107 posts and positions (1 P-4, 3 P-3, 16 Field Service, 1 National Professional Officer, 67 national General Service and 19 United Nations Volunteer) moving from the former Integrated Support Services to the Office of the Director of Mission Support.

*Contingent-owned Equipment and Property Management Section*

82. In addition, it is proposed that the Contingent-owned Equipment and Property Management Section be realigned, moving from the Office of the Director of Mission Support to Supply Chain Management. The Section will comprise a staffing establishment of 61 posts and positions (1 P-5, 4 P-3, 1 P-2, 22 Field Service, 21 national General Service and 12 United Nations Volunteer). This staffing establishment reflects the proposed abolishment of three posts of Contingent-owned Equipment Officer (1 P-4 and 2 P-3) and one post of Contingent-owned Equipment Assistant (national General Service), which are no longer required.

**Office of the Deputy Director of Mission Support**

*International staff: net increase of 110 posts (reassignment of 1 D-1 post and redeployment of 109 posts (7 P-5, 5 P-4, 18 P-3, 2 P-2 and 77 Field Service))*

*National staff: net increase of 193 posts (redeployment of 19 National Professional Officer and 174 national General Service staff posts)*

*United Nations Volunteers: net increase of 69 positions (redeployment)*

83. A summary of the proposed staffing changes in the Office of the Deputy Director of Mission Support is presented in the table below:

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| Immediate Office of the Deputy Director of Mission Support | Reassignment | 1 | 1 D-1 | From the disbanded Procurement and Contracts Management Services |
| | Redeployment | 37 | 1 P-4, 12 Field Service, 18 national General Service and 6 United Nations Volunteer | From the Receiving and Inspection Unit in the disbanded General Services Section |
| | Redeployment | 13 | 3 Field Service and 10 national General Service | From the Assets Disposal Unit in the disbanded General Services Section |
| | Redeployment | 2 | 1 Field Service and 1 national General Service | From the Office of the Director of Mission Support |
| **Net change** | | **53** | | |
| Mission Support Centre (formerly Joint Logistics Operations Centre)[a] | Redeployment | 12 | 1 P-5, 3 P-3, 2 Field Service and 6 national General Service | From the former Integrated Support Services |
| **Net change** | | **12** | | |
| Contracts Management Section[a] | Redeployment | 24 | 1 P-5, 1 P-4, 3 P-3, 1 P-2, 6 Field Service, 3 national General Service and 9 United Nations Volunteer | From the disbanded Procurement and Contracts Management Services |
| | Redeployment | 1 | National General Service | From the Office of the Chief, Procurement and Contracts Management Services |
| **Net change** | | **25** | | |
| Claims and Property Survey Board[a] | Redeployment | 7 | 1 P-3, 1 P-2, 2 Field Service, 2 national General Service and 1 United Nations Volunteer | From the disbanded General Services Section |
| **Net change** | | **7** | | |
| Training Section[a] | Redeployment | 29 | 1 P-5, 3 P-3, 4 Field Service, 7 National Professional Officer, 6 national General Service and 8 United Nations Volunteer | From the former Administrative Services |
| **Net change** | | **29** | | |
| Conference Management and Translation Unit[a] | Redeployment | 25 | 1 P-4, 1 P-3, 5 Field Service, 4 National Professional Officer and 14 national General Service | From the disbanded General Services Section |
| **Net change** | | **25** | | |
| Sector offices[a] | Redeployment | 38 | 4 P-5, 2 P-4, 2 P-3, 10 Field Service, 4 National Professional Officer and 16 national General Service | From the Office of the Director of Mission Support |

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| | Redeployment | 170 | 5 P-3, 19 Field Service, 4 National Professional Officer, 97 national General Service and 45 United Nations Volunteer | From the Facilities Management Unit in the disbanded General Services Section |
| | Redeployment | 13 | Field Service | From the Office of the Chief, Operations and Services |
| **Net change** | | **221** | | |
| **Total change** | | **372** | | |

[a] Reflects the realignment of the Section/Unit in line with the aforementioned proposed structure.

*Immediate Office of the Deputy Director of Mission Support*

84. As indicated above, it is proposed that an Office of the Deputy Director of Mission Support be established to assist and support the Director of Mission Support in the effective management of support services in the Operation. Under the revised structure, in addition to deputizing for the Director of Mission Support, the Deputy Director (D-1) will constantly monitor the level and the quality of the support delivered to mission headquarters and regional offices and some administrative units, such as the Contracts Management Section, the Claims and Property Survey Board and the Conference Management and Translation Unit, and will supervise their day-to-day operations. It is proposed that the post be accommodated through the reassignment of the post of Chief of Procurement and Contracts Management Services (D-1).

85. In addition to the Deputy Director, the Immediate Office of the Deputy Director of Mission Support will comprise 52 posts and positions (1 P-4, 16 Field Service, 29 national General Service and 6 United Nations Volunteer). The posts will be accommodated through the redeployment of 37 posts and positions (1 P-4, 12 Field Service, 18 national General Service and 6 United Nations Volunteer) from the Receiving and Inspection Unit in the disbanded General Services Section, the redeployment of 13 posts (3 Field Service and 10 national General Service) from the Assets Disposal Unit in the disbanded General Services Section, and the redeployment of 2 posts of Administrative/Office Assistant (1 Field Service and 1 national General Service) from the Immediate Office of the Director of Mission Support.

*Mission Support Centre (formerly Joint Logistics Operations Centre)*

86. In order to strengthen planning, reporting, project monitoring capacity and information-sharing across all mission components, UNAMID re-engineered the former Joint Logistics Operations Centre under the former Integrated Support Services into the new Mission Support Centre, which reports directly to the Deputy Director of Mission Support and comprises an approved staffing establishment of 12 posts (1 P-5, 3 P-3, 2 Field Service and 6 national General Service).

*Contracts Management Section*

87. As indicated above, under the new support component structure, it is proposed that the Contracts Management Section be realigned, moving to the Office of the Deputy Director of Mission Support from the disbanded Procurement and Contracts Management Services, with an approved staffing establishment of 25 posts and positions (1 P-5, 1 P-4, 3 P-3, 1 P-2, 6 Field Service, 4 national General Service and 9 United Nations Volunteer), including 1 post of Office Assistant (national General Service) redeployed from the Office of the Chief, Procurement and Contracts Management Services.

*Claims and Property Survey Board*

88. It is also proposed that the Claims and Property Survey Board be realigned, moving to the Office of the Deputy Director of Mission Support from the disbanded General Services Section, with an approved staffing establishment of seven posts and positions (1 P-3, 1 P-2, 2 Field Service, 2 national General Service and 1 United Nations Volunteer).

*Training Section*

89. In addition, it is proposed that the Training Section be realigned, moving to the Office of the Deputy Director of Mission Support from the former Administrative Services, with an approved staffing establishment of 29 posts and positions (1 P-5, 3 P-3, 4 Field Service, 7 National Professional Officer, 6 national General Service and 8 United Nations Volunteer).

*Conference Management and Translation Unit*

90. Furthermore, it is proposed that the Conference Management and Translation Unit be realigned, moving to the Office of the Deputy Director of Mission Support from the disbanded General Services Section, with an approved staffing establishment of 25 posts (1 P-4, 1 P-3, 5 Field Service, 4 National Professional Officer and 14 national General Service).

*Sector offices*

91. It is proposed that dedicated offices be established to provide administrative, logistical and technical support in the implementation of the Operation's mandate in the sectors. The sector offices will comprise 221 posts and positions (4 P-5, 2 P-4, 7 P-3, 42 Field Service, 8 National Professional Officer, 113 national General Service and 45 United Nations Volunteer). The posts will be accommodated through the redeployment of 170 posts and positions (5 P-3, 19 Field Service, 4 National Professional Officer, 97 national General Service and 45 United Nations Volunteer) from the Facilities Management Unit in the disbanded General Services Section and the redeployment of 13 posts of Facilities Management Assistant (Utilities) (Field Service) from the Office of the Chief, Operations and Services. The posts will also be accommodated through the redeployment of 38 posts (4 P-5, 2 P-4, 2 P-3, 10 Field Service, 4 National Professional Officer and 16 national General Service) from the Immediate Office of the Director of Mission Support, as indicated above.

**Operations and Services (formerly Administrative Services)**

*International staff: net decrease of 26 posts (abolishment of 6 posts (1 P-5, 3 P-4, 1 P-2 and 1 Field Service) and net redeployment of 23 posts, offset by the establishment of 3 general temporary assistance positions (1 P-4, 1 P-3 and 1 Field Service))*

*National staff: net increase of 180 posts (redeployment of 213 national General Service staff posts, offset by the redeployment of 15 National Professional Officer posts to the Office of the Deputy Director of Mission Support and the sector offices, as well as the abolishment of 18 national General Service staff posts)*

*United Nations Volunteers: net decrease of 38 positions (redeployment)*

92. A summary of the proposed staffing changes in Operations and Services (formerly Administrative Services) is presented in the table below:

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| Office of the Chief, Operations and Services | Redeployment | 12 | 1 P-4, 3 Field Service and 8 national General Service | From the Archives Unit in the disbanded General Services Section |
| | Redeployment | (13) | Field Service | To the sector offices |
| **Net change** | | **(1)** | | |
| Human Resources Management Section (formerly Human Resources Section) | Redeployment | (22) | 1 P-4, 1 P-3, 7 Field Service and 13 national General Service | To the Regional Service Centre in Entebbe |
| | Redeployment | 6 | 2 national General Service and 4 United Nations Volunteer | From the United Nations Volunteers Support Unit |
| | Abolishment | (4) | National General Service | |
| **Net change** | | **(20)** | | |
| Finance Section | Redeployment | (28) | 1 P-4, 3 P-3, 2 Field Service and 22 national General Service | To the Regional Service Centre in Entebbe |
| | Abolishment | (12) | 1 P-5, 2 P-4 and 9 national General Service | |
| | Establishment | 3 | 1 P-4, 1 P-3 and 1 Field Service (funded under general temporary assistance) | |
| **Net change** | | **(37)** | | |
| General Services Section[a] | Redeployment | (37) | 1 P-4, 12 Field Service, 18 national General Service and 6 United Nations Volunteer, of the Receiving and Inspection Unit | To the Immediate Office of the Deputy Director of Mission Support |
| | Redeployment | (13) | 3 Field Service and 10 national General Service, of the Assets Disposal Unit | To the Immediate Office of the Deputy Director of Mission Support |

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| | Redeployment | (7) | 1 P-3, 1 P-2, 2 Field Service, 2 national General Service and 1 United Nations Volunteer, of the Claims and Property Survey Board | To the Office of the Deputy Director of Mission Support |
| | Redeployment | (25) | 1 P-4, 1 P-3, 5 Field Service, 4 National Professional Officer and 14 national General Service, of the Conference Management and Translation Unit | To the Office of the Deputy Director of Mission Support |
| | Redeployment | (170) | 5 P-3, 19 Field Service, 4 National Professional Officer, 97 national General Service and 45 United Nations Volunteer, of the Facilities Management Unit | To the sector offices |
| | Redeployment | (12) | 1 P-4, 3 Field Service and 8 national General Service, of the Archives Unit | To the Office of the Chief, Operations and Services |
| | Abolishment | (8) | 1 P-4, 1 P-2, 1 Field Service and 5 national General Service | |
| **Net change** | | **(272)** | | |
| United Nations Volunteers Support Unit | Redeployment | (6) | 2 national General Service and 4 United Nations Volunteer | To the Human Resources Management Section |
| **Net change** | | **(6)** | | |
| Training Section[b] | Redeployment | (29) | 1 P-5, 3 P-3, 4 Field Service, 7 National Professional Officer, 6 national General Service and 8 United Nations Volunteer | To the Office of the Deputy Director of Mission Support |
| **Net change** | | **(29)** | | |
| Engineering Section[b] | Redeployment | 447 | 1 P-5, 5 P-4, 8 P-3, 34 Field Service, 377 national General Service and 22 United Nations Volunteer | From the former Integrated Support Services |
| **Net change** | | **447** | | |
| Procurement Section[c] | Redeployment | 32 | 1 P-5, 1 P-4, 3 P-3, 11 Field Service and 16 national General Service | From the disbanded Procurement and Contracts Management Services |
| | | 2 | National General Service | From the Office of the Chief, Procurement and Contracts Management Services |
| **Net change** | | **34** | | |
| **Total change** | | **116** | | |

(Footnotes on following page)

(Footnotes to Table)

[a] Reflects the disbanding of the General Services Section, with Units being transferred to the Office of the Deputy Director of Mission Support, to sector offices and to the Office of the Chief, Operations and Services.

[b] Reflects the transfer of the Training Centre to the Office of the Deputy Director of Mission Support and the transfer of the Engineering Section to Operations and Services, in line with the aforementioned proposed structure.

[c] Reflects the disbanding of Procurement and Contracts Management Services, with the Procurement Section being transferred to Operations and Services.

*Office of the Chief, Operations and Services*

93. In the context of the reconfiguration of the organizational and administrative structure of the Operation, it is proposed that 12 posts (1 P-4, 3 Field Service and 8 national General Service) be redeployed from the Archives Unit in the disbanded General Services Section to the Office of the Chief, Operations and Services, and that 13 posts of Facilities Management Assistant (Utilities) (Field Service) from the Office of the Chief Operations and Services be redeployed to the sector offices.

*Human Resources Management Section (including United Nations Volunteers Unit)*

94. The Human Resources Management Section (formerly the Human Resources Section) will now include the United Nations Volunteers Support Unit with its currently approved staffing establishment of six posts and positions (2 national General Service and 4 United Nations Volunteer). Within the Section, it is proposed that 22 posts, comprising 2 posts of Human Resources Officer (1 P-4 and 1 P-3) and 20 posts of Human Resources Assistant (7 Field Service and 13 national General Service), be redeployed to the Regional Service Centre in Entebbe. In line with the streamlining and integration of functions based on a review of the staffing requirements of the Human Resources Management Section, and in the light of the synergy between the Section and the Centre, the functions of four posts of Human Resources Assistant (national General Service) are no longer required and are proposed for abolishment.

*Finance Section*

95. In the Finance Section, it is proposed that 28 posts, comprising 4 posts of Finance Officer (1 P-4 and 3 P-3) and 24 posts of Finance Assistant (2 Field Service and 22 national General Service), be redeployed to the Regional Service Centre in Entebbe. Furthermore, taking into account services administered from the Centre, a review of the functions of the Finance Section has resulted in the streamlining of processes, responsibilities and planned tasks. Consequently, it is proposed that the staffing establishment of the Section be adjusted downward through the abolishment of 12 posts, comprising the post of Chief Finance Officer (P-5), 2 posts of Finance Officer (P-4) and 9 posts of Finance Assistant (national General Service), as the administrative support functions provided by them are no longer needed. Finally, it is proposed that two temporary positions of Finance Officer (1 P-4 and 1 P-3) and one temporary position of Finance Assistant (Field Service) be established for a one-year period ending 30 June 2014 to support the implementation of IPSAS and Umoja during the 2013/14 period.

*General Services Section*

96. In addition, upon the review of the composition and functions of the General Services Section, it is proposed that eight posts (1 P-4, 1 P-2, 1 Field Service and 5 national General Service) be abolished. These posts comprise one post of Chief, Facilities Management Unit (P-4), one post of Associate Claims Officer (P-2), one post of Facilities Management Assistant (Field Service), two posts of Mail Assistant/Messenger (national General Service), one post of Receiving and Inspection Assistant (national General Service) and two posts of Heavy Vehicle Operator/Driver (national General Service).

97. In addition, with a view to achieving greater synergies, it is proposed that the Section be disbanded and that: (a) the Receiving and Inspection Unit, comprising 37 posts and positions (1 P-4, 12 Field Service, 18 national General Service and 6 United Nations Volunteer), be transferred to the Immediate Office of the Deputy Director of Mission Support; (b) the Assets Disposal Unit, comprising 13 posts (3 Field Service and 10 national General Service), be transferred to the Immediate Office of the Deputy Director of Mission Support; (c) the Claims and Property Survey Board, comprising 7 posts and positions (1 P-3, 1 P-2, 2 Field Service, 2 national General Service and 1 United Nations Volunteer), be transferred to the Office of the Deputy Director of Mission Support; (d) the Conference Management and Translation Unit, comprising 25 posts (1 P-4, 1 P-3, 5 Field Service, 4 National Professional Officer and 14 national General Service), be transferred to the Office of the Deputy Director of Mission Support; (e) the Facilities Management Unit, comprising 170 posts and positions (5 P-3, 19 Field Service, 4 National Professional Officer, 97 national General Service and 45 United Nations Volunteer), be transferred to the sector offices; and (f) the Archives Unit, comprising 12 posts (1 P-4, 3 Field Service and 8 national General Service), be transferred to the Office of the Chief, Operations and Services.

*Training Section*

98. In addition, it is proposed that the Training Section, with a current approved staffing establishment of 29 posts and positions (1 P-5, 3 P-3, 4 Field Service, 7 National Professional Officer, 6 national General Service and 8 United Nations Volunteer), be realigned, moving to the Office of the Deputy Director of Mission Support.

*Engineering Section*

99. In the context of the reconfiguration of the organizational and administrative structure of the Operation, it is also proposed that the Engineering Section, with a staffing establishment of 447 posts and positions (1 P-5, 5 P-4, 8 P-3, 34 Field Service, 377 national General Service and 22 United Nations Volunteer), be realigned, moving from the former Integrated Support Services to Operations and Services.

*Procurement Section*

100. Finally, it is proposed that the Procurement Section, with a staffing establishment of 34 posts and positions (1 P-5, 1 P-4, 3 P-3, 11 Field Service and 18 national General Service), including 2 posts of Office Assistant (national General Service) from the Office of the Chief, Procurement and Contracts Management Services, be realigned, moving from the disbanded Procurement and Contracts Management Services to Operations and Services.

**Procurement and Contracts Management Services**

*International staff: net decrease of 34 posts (reassignment of 1 D-1 post, redeployment of 28 posts (2 P-5, 2 P-4, 6 P-3, 1 P-2 and 17 Field Service), and abolishment of 5 posts (2 P-4 and 3 P-3))*

*National staff: net decrease of 29 posts (redeployment of 22 national General Service staff posts and abolishment of 7 national General Service staff posts)*

*United Nations Volunteers: net decrease of 9 positions (redeployment)*

101. A summary of the proposed staffing changes in Procurement and Contracts Management Services is presented in the table below:

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| Office of the Chief, Procurement and Contracts Management Services | Reassignment | (1) | 1 D-1 | To the Office of the Deputy Director of Mission Support |
| | Redeployment | (1) | National General Service | To the realigned Contracts Management Section |
| | Redeployment | (2) | National General Service | To the realigned Procurement Section |
| **Net change** | | **(4)** | | |
| Contracts Management Section[a] | Redeployment | (24) | 1 P-5, 1 P-4, 3 P-3, 1 P-2, 6 Field Service, 3 national General Service and 9 United Nations Volunteer | To the Office of the Deputy Director of Mission Support |
| | Abolishment | (6) | 1 P-4, 2 P-3 and 3 national General Service | |
| **Net change** | | **(30)** | | |
| Procurement Section[a] | Redeployment | (32) | 1 P-5, 1 P-4, 3 P-3, 11 Field Service and 16 national General Service | To Operations and Services |
| | Abolishment | (6) | 1 P-4, 1 P-3 and 4 national General Service | |
| **Net change** | | **(38)** | | |
| **Total change** | | **(72)** | | |

[a] Reflects the transfer of the Contracts Management Section from the disbanded Procurement and Contracts Management Services to the Office of the Deputy Director of Mission Support and the transfer of the Procurement Section to Operations and Services, in line with the aforementioned proposed structure.

*Office of the Chief, Procurement and Contracts Management Services*

102. In line with the restructuring of the support component, it is proposed that the post of Chief, Procurement and Contracts Management (D-1), be reassigned as Deputy Director of Mission Support, that one post of Office Assistant (national General Service) be redeployed to the realigned Contracts Management Section in

the Office of the Deputy Director of Mission Support, and that two posts of Office Assistant (national General Service) be redeployed to the realigned Procurement Section in Operations and Services.

*Contracts Management Section*

103. In addition, it is proposed that the Contracts Management Section be realigned, moving from the disbanded Procurement and Contracts Management Services to the Office of the Deputy Director of Mission Support. The Contracts Management Section will comprise a staffing establishment of 24 posts and positions (1 P-5, 1 P-4, 3 P-3, 1 P-2, 6 Field Service, 3 national General Service and 9 United Nations Volunteer), which reflects the proposed abolishment of 3 posts of Contracts Management Officer (1 P-4 and 2 P-3) and 3 posts of Contracts Management Assistant (national General Service), which are no longer required.

*Procurement Section*

104. It is also proposed that the Procurement Section be realigned, moving to Operations and Services. The Procurement Section will comprise a staffing establishment of 32 posts (1 P-5, 1 P-4, 3 P-3, 11 Field Service and 16 national General Service), which reflects the proposed abolishment of 2 posts of Procurement Officer (1 P-4 and 1 P-3) and 4 posts of Procurement Assistant (national General Service), which are no longer required.

**Supply Chain Management (formerly Integrated Support Services)**

*International staff: net decrease of 73 posts (redeployment of 62 posts (1 P-5, 8 P-4, 13 P-3, 4 P-2 and 36 Field Service) and abolishment of 11 posts (5 P-3, 1 P-2 and 5 Field Service))*

*National staff: net decrease of 448 posts (redeployment of 439 posts (1 National Professional Officer and 438 national General Service) and abolishment of 39 national General Service staff posts, offset by the conversion to national staff of 30 posts (9 National Professional Officer and 21 national General Service))*

*United Nations Volunteers: net decrease of 103 positions (redeployment of 36 positions, abolishment of 37 positions and conversion of 30 positions to national staff posts)*

105. A summary of the proposed staffing changes in Supply Chain Management (formerly Integrated Support Services) is presented in the table below:

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| Office of the Chief, Supply Chain Management (formerly Integrated Support Services) | Abolishment | (3) | National General Service | |
| **Net change** | | **(3)** | | |
| Mission Support Centre (formerly Joint Logistics Operations Centre)[a] | Redeployment | (1) | 1 P-4 | To the Regional Service Centre in Entebbe |

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| | Redeployment | (12) | 1 P-5, 3 P-3, 2 Field Service and 6 national General Service | To the Office of the Deputy Director of Mission Support |
| **Net change** | | **(13)** | | |
| Aviation Section | Conversion | 4 | National Professional Officer | |
| | Conversion | (4) | United Nations Volunteer | |
| **Net change** | | – | | |
| Geographic Information Systems Section[a] | Redeployment | (31) | 1 P-4, 3 P-3, 5 P-2, 6 Field Service, 9 national General Service and 7 United Nations Volunteer | To Communications and Information Technology Services |
| | Abolishment | (4) | 1 P-3, 1 P-2 and 2 United Nations Volunteer | |
| **Net change** | | **(35)** | | |
| Movement Control Section | Conversion | 4 | National Professional Officer | |
| | Conversion | (4) | United Nations Volunteer | |
| | Abolishment | (10) | 4 national General Service and 6 United Nations Volunteer | |
| **Net change** | | **(10)** | | |
| Supply Section | Conversion | 1 | National Professional Officer | |
| | Conversion | (1) | United Nations Volunteer | |
| | Abolishment | (11) | 1 P-3, 8 national General Service and 2 United Nations Volunteer | |
| **Net change** | | **(11)** | | |
| Transport Section | Conversion | 10 | National General Service | |
| | Conversion | (10) | United Nations Volunteer | |
| | Abolishment | (21) | 1 P-3, 1 Field Service, 9 national General Service and 10 United Nations Volunteer | |
| **Net change** | | **(21)** | | |
| Engineering Section[a] | Conversion | 11 | National General Service | |
| | Conversion | (11) | United Nations Volunteer | |
| | Redeployment | (447) | 1 P-5, 5 P-4, 8 P-3, 34 Field Service, 377 national General Service and 22 United Nations Volunteer | To Operations and Services |
| | Abolishment | (31) | 2 P-3, 3 Field Service, 9 national General Service and 17 United Nations Volunteer | |
| **Net change** | | **(478)** | | |

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts and positions* | *Post and position details* | *To/from* |
|---|---|---|---|---|
| Water and Environment Protection Unit[a] | Redeployment | (107) | 1 P-4, 3 P-3, 16 Field Service, 1 National Professional Officer, 67 national General Service and 19 United Nations Volunteer | To the Office of the Director of Mission Support |
| | Abolishment | (7) | 1 Field Service and 6 national General Service | |
| **Net change** | | **(114)** | | |
| Contingent-owned Equipment and Property Management Section[a] | Redeployment | 61 | 1 P-5, 4 P-3, 1 P-2, 22 Field Service, 21 national General Service and 12 United Nations Volunteer | From the Office of the Director of Mission Support |
| **Net change** | | **61** | | |
| **Total change** | | **(624)** | | |

[a] Reflects the transfer from the former Integrated Support Services of: (a) the Mission Support Centre (formerly the Joint Logistics Operations Centre), to the Office of the Deputy Director of Mission Support; (b) the Geographic Information Systems Section, to Communications and Information Technology Services; (c) the Engineering Section, to Operations and Services; and (d) the Water and Environment Protection Unit, to the Office of the Director of Mission Support. It also reflects the transfer of the Contingent-owned Equipment and Property Management Section from the Office of the Director of Mission Support, to Supply Chain Management, in line with the aforementioned proposed structure.

*Office of the Chief, Supply Chain Management*

106. Upon the review of the composition and functions of the Office of the Chief, Supply Chain Management (formerly Chief Integrated Support Services), it is proposed that two posts of Logistics Assistant (national General Service) and one post of Driver (national General Service), which are no longer required, be abolished.

*Mission Support Centre (formerly Joint Logistics and Operations Centre)*

107. In the context of the reconfiguration of the organizational and administrative structure of the Operation, it is proposed that the Mission Support Centre (formerly the Joint Logistics and Operations Centre) be transferred from the former Integrated Support Services to the Office of the Deputy Director of Mission Support, with a staffing establishment of 12 posts (1 P-5, 3 P-3, 2 Field Service and 6 national General Service), which reflects the proposed redeployment of one post of Logistics Officer (P-4) to the Regional Service Centre in Entebbe.

*Aviation Section*

108. In order to build national capacity, it is proposed that the staffing establishment of the Aviation Section be adjusted to reflect the conversion of four international positions (United Nations Volunteer) to the National Professional Officer level. The National Professional Officers will assume the functions of Air Operations Officer.

*Geographic Information Systems Section*

109. In addition, it is proposed that the Geographic Information Systems Section, with a staffing establishment of 31 posts and positions (1 P-4, 3 P-3, 5 P-2, 6 Field Service, 9 national General Service, and 7 United Nations Volunteer), which reflects the proposed abolishment of three posts of Geographic Information Officer (1 P-3 and 2 United Nations Volunteer) and one post of Associate Geographic Information Officer (1 P-2), which are no longer required, be realigned, moving to Communications and Information Technology Services.

*Movement Control Section*

110. Pursuant to the review and streamlining of the work processes of the Movement Control Section, it is proposed that its staffing establishment be adjusted to reflect the abolishment of eight posts/positions of Movement Control Assistant (2 national General Service and 6 United Nations Volunteer), one post of Team Assistant (national General Service) and one post of Heavy Vehicle Operator (national General Service), which are no longer required. In addition, with a view to building national capacity, the conversion of four international positions (United Nations Volunteer) to the National Officer level is proposed. The National Professional Officers will assume the functions of Movement Control Officer.

*Supply Section*

111. Pursuant to the review and streamlining of the work processes of the Supply Section, it is proposed that its staffing establishment be adjusted to reflect the abolishment of 11 posts and positions (1 P-3, 8 national General Service and 2 United Nations Volunteer), comprising 1 post of Chief, Warehouse and Distribution (P-3), 3 posts of Warehouse Assistant (national General Service), 2 posts of Driver (national General Service), 2 posts of Inventory and Supply Assistant (national General Service) and 3 posts/positions of Supply Assistant (1 national General Service and 2 United Nations Volunteer), which are no longer required. In addition, with a view to building national capacity, the conversion of one international position of Supply Officer (United Nations Volunteer) to the National Officer level is proposed.

*Transport Section*

112. Pursuant to the review and streamlining of the work processes of the Transport Section, it is proposed that its staffing establishment be adjusted to reflect the abolishment of 21 posts and positions (1 P-3, 1 Field Service, 9 national General Service and 10 United Nations Volunteer), comprising 1 post of Transport Officer (P-3), five posts/positions of Transport Assistant (1 Field Service, 3 national General Service and 1 United Nations Volunteer), 6 posts of Driver/Heavy Vehicle Operator (national General Service), 8 positions of Vehicle Technician/Mechanic (United Nations Volunteer) and one position of Electrician (United Nations Volunteer), which are no longer required. In addition, with a view to building national capacity, the conversion of 10 international positions of Vehicle Mechanic (United Nations Volunteer) to the national General Service level is proposed.

*Engineering Section*

113. It is also proposed that the Engineering Section, with a staffing establishment of 447 posts and positions (1 P-5, 5 P-4, 8 P-3, 34 Field Service, 377 national General Service and 22 United Nations Volunteer), be redeployed to Operations and Services. The staffing establishment for the Engineering Section reflects the proposed conversion of 11 United Nations Volunteer positions, comprising 2 positions of Facilities Management Assistant, 3 positions of Heavy Vehicle Operator, 3 positions of Electrician, and 3 positions of Generator Mechanic, to national General Service staff posts. It also reflects the proposed abolishment of 31 posts and positions (2 P-3, 3 Field Service, 9 national General Service and 17 United Nations Volunteer), comprising 2 posts of Engineer (P-3), 1 post of Generator Mechanic (Field Service), 15 posts/positions of Facilities Management Assistant (2 Field Service, 6 national General Service and 7 United Nations Volunteer), 1 post of Team Assistant (national General Service), 1 post of Inventory and Supply Assistant (national General Service), 1 post of Plumber (national General Service), 3 positions of Generator Mechanic (United Nations Volunteer), 2 positions of Electrician (United Nations Volunteer), 3 positions of Heavy Vehicle Operator (United Nations Volunteer), 1 position of Engineering Supervisor (United Nations Volunteer) and 1 position of Engineering Assistant (United Nations Volunteer).

*Water and Environment Protection Unit*

114. Furthermore, it is proposed that the staffing establishment of the Water and Environment Protection Unit be adjusted to 107 posts and positions (1 P-4, 3 P-3, 16 Field Service, 1 National Professional Officer, 67 national General Service and 19 United Nations Volunteer), which reflects the proposed abolishment of 7 posts (1 Field Service and 6 national General Service) that are no longer required, and that the Unit be realigned, moving to the Office of the Director of Mission Support. The seven posts to be abolished comprise four posts of Water and Sanitation Technician (1 Field Service and 3 national General Service), two posts of Driver (national General Service) and one post of Engineering Technician (national General Service).

*Contingent-owned Equipment and Property Management Section*

115. In addition, in the context of the reconfiguration of the organizational and administrative structure of the Operation, it is proposed that the Contingent-owned Equipment and Property Management Section, with a staffing establishment of 61 posts and positions (1 P-4, 4 P-3, 1 P-2, 22 Field Service, 21 national General Service and 12 United Nations Volunteer), be realigned, moving from the Office of the Director of Mission Support to Supply Chain Management.

**Communications and Information Technology Services**

*International staff: net increase of 11 posts (redeployment of 15 posts (1 P-4, 3 P-3, 5 P-2, 6 Field Service), offset by the reassignment of 1 P-5 post to the Regional Service Centre in Entebbe and the abolishment of 3 posts (1 P-3 and 2 Field Service))*

*National staff: net decrease of 7 posts (abolishment of 12 national General Service staff posts, offset by the redeployment of 5 national General Service staff posts)*

*United Nations Volunteers: net decrease of 5 positions (abolishment of 12 positions offset by the redeployment of 7 positions)*

116. A summary of the proposed staffing changes in Communications and Information Technology Services is presented in the table below:

| *Office/Section/Unit* | *Type of proposed staffing change* | *Number of posts* | *Post details* | *To/from* |
|---|---|---|---|---|
| Office of the Chief, Communications and Information Technology Services | Redeployment | (1) | National General Service | To the Regional Service Centre in Entebbe |
| | Abolishment | (27) | 1 P-3, 2 Field Service, 12 national General Service and 12 United Nations Volunteer | |
| **Net change** | | **(28)** | | |
| Communications Services | Reassignment | (1) | 1 P-5 | To the Regional Service Centre in Entebbe |
| | Redeployment | (3) | National General Service | To the Regional Service Centre in Entebbe |
| **Net change** | | **(4)** | | |
| Geographic Information Systems Section[a] | Redeployment | 31 | 1 P-4, 3 P-3, 5 P-2, 6 Field Service, 9 national General Service and 7 United Nations Volunteer | From the former Integrated Support Services |
| **Net change** | | **31** | | |
| **Total change** | | **(1)** | | |

[a] Reflects the transfer of the Geographic Information Systems Section from the former Integrated Support Services to Communications and Information Technology Services, in line with the aforementioned proposed structure.

*Office of the Chief, Communications and Information Technology Services*

117. Upon the review of the composition and functions of the Office of the Chief, Communications and Technology Services, it is proposed that 27 posts and positions (1 P-3, 2 Field Service, 12 national General Service and 12 United Nations Volunteer), which are no longer required, be abolished and that 1 post of Telecommunications Assistant (national General Service) be redeployed to the Regional Service Centre

in Entebbe. The 27 posts and positions to be abolished comprise 1 post of Telecommunications Officer (P-3), 12 posts of Telecommunications Technician (1 Field Service and 11 national General Service), 6 positions of Communications Technician (United Nations Volunteer), 4 posts/positions of Communications Assistant (1 Field Service and 3 United Nations Volunteer) and 4 posts/positions of Information Technology Technician (1 national General Service and 3 United Nations Volunteer).

*Communications Section*

118. In addition, upon the review of the composition and functions of the Communications Section, it is proposed that the post of Chief, Communications Section (P-5), be reassigned to the Regional Service Centre in Entebbe as Chief, Human Resources, and that three posts of Telecommunications Assistant (national General Service) be redeployed to the Centre.

*Geographic Information Systems Section*

119. In the context of the reconfiguration of the organizational and administrative structure of the Operation, it is also proposed that the Geographic Information Systems Section, with a currently approved staffing establishment of 31 posts and positions (1 P-4, 3 P-3, 5 P-2, 6 Field Service, 9 national General Service and 7 United Nations Volunteer), be realigned, moving from the former Integrated Support Services to Communications and Information Technology Services.

**Regional Service Centre in Entebbe**

120. The results-based-budgeting framework for the Regional Service Centre in Entebbe reflects indicators of achievement and outputs for the peacekeeping operations and special political missions that will be receiving services from the Centre in respect of the functions identified for transfer to the Centre in 2011/12 and 2012/13: the processing of education grants, aspects of field-based payroll, payments, cashier, accounts, the check-in and check-out of field personnel, international recruitment, post management, time and attendance, the operation of a regional Training and Conference Centre and the operation of the Transportation and Movements Integrated Control Centre.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.2 Effective and efficient check-in/check-out support to clients | 5.2.1 Reduction in the time required for the check-in of international and United Nations Volunteer personnel (2011/12: more than 95 per cent completed in 2 days; 2012/13: more than 98 per cent completed in 2 days; 2013/14: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days) |
| | 5.2.2 Reduction in the time required for international and United Nations Volunteer personnel check-outs (2011/12: more than 95 per cent completed in 1 day; 2012/13: more than 98 per cent completed in 1 day; 2013/14: more than 98 per cent completed in 1 day and 100 per cent completed in 5 days) |

| | |
|---|---|
| | 5.2.3 Increased level of services achieved by maintaining the short period of time required for uniformed personnel check-outs (2011/12: more than 98 per cent completed in 3 days; 2012/13: more than 98 per cent completed in 3 days; 2013/14: more than 98 per cent completed in 3 days and 100 per cent completed in 7 days) |

*Outputs*

- Check-in and check-out of 553 civilian personnel, inclusive of international staff and United Nations Volunteers
- Check-in and check-out of 2,240 uniformed personnel

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.3 Effective and efficient education grant processing support to clients | 5.3.1 Reduction in the time required for settling education grant claims during the peak period (July-October) (2011/12: more than 96 per cent in less than 7 weeks; 2012/13: more than 96 per cent in less than 7 weeks; 2013/14: more than 96 per cent in less than 6 weeks)<br><br>5.3.2 Reduction in the time required for settling education grant claims during the off-peak period (November-June) (2011/12: more than 96 per cent in less than 4 weeks; 2012/13: more than 96 per cent in less than 4 weeks; 2013/14: more than 96 per cent in less than 3 weeks)<br><br>5.3.3 Reduction in the percentage of education grant claims returned to the mission (2011/12: 20 per cent; 2012/13: less than 15 per cent; 2013/14: less than 12 per cent) |

*Outputs*

- Processing of 2,048 education grant claims

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.4 Effective and efficient Regional Training and Conference Centre support to client | 5.4.1 Increase in the number of staff trained at the Regional Training and Conference Centre (2011/12: 4,835; 2012/13: 3,000; 2013/14: 6,000)<br><br>5.4.2 Timely response to training requests received by the Regional Training and Conference Centre (2011/12: 98 per cent within 24 hours; 2012/13: 98 per cent within 24 hours; 2013/14: 98 per cent within 24 hours) |

| | |
|---|---|
| | 5.4.3 Increased customer satisfaction rate with respect to training services (2011/12: 98.8 per cent of customers satisfied or more than satisfied; 2012/13: 99 per cent of customers satisfied or more than satisfied; 2013/14: 99 per cent of customers satisfied or more than satisfied) |

*Outputs*

- 250 regional training sessions and conferences held, with the participation of 2,799 staff from UNAMID

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.5 Effective and efficient regional troop movement support to clients | 5.5.1 Increase in the number of regional troop movement flights coordinated by the Transportation and Movements Integrated Control Centre (2011/12: 292; 2012/13: 330; 2013/14: 1,179) |
| | 5.5.2 Reduction in the time required to provide a transportation solution for troop movement (2011/12: not applicable; 2012/13: not applicable; 2013/14: 96 per cent within 5 days and 100 per cent within 14 days) |

*Outputs*

- Coordination of 469 troop movement flights using United Nations long-term charter aircraft

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.6 Effective and efficient integrated regional flight schedule operation | 5.6.1 Increased level of services to meet regional flight requirements (2011/12: not applicable; 2012/13: not applicable; 2013/14: 1,500 flights per year) |

*Outputs*

- 312 regional flights a year in support of UNAMID

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.7 Effective and efficient finance services to clients | 5.7.1 Reduction in the time required to pay valid vendor invoices (2011/12: not applicable; 2012/13: 98 per cent within 28 days; 2013/14: 98 per cent within 27 days) |
| | 5.7.2 Reduction in the time required to process personnel claims (2011/12: not applicable; 2012/13: 98 per cent within 28 days; 2013/14: 98 per cent within 21 days) |
| | 5.7.3 Timely processing of electronic bank transfers (2011/12: not applicable; 2012/13: 97 per cent within 3 days; 2013/14: 97 per cent within 3 days) |
| | 5.7.4 Reduction in the time required to process monthly staff payroll and pay other allowances (2011/12: not applicable; 2012/13: 95 per cent within 5 days; 2013/14: 98 per cent within 5 days) |

| | |
|---|---|
| — | 5.7.5 Increased customer satisfaction rate with respect to financial services (2011/12: not applicable; 2012/13: 70 per cent; 2013/14: 80 per cent) |

*Outputs*

- Monthly financial statements prepared in compliance with IPSAS
- Payment of 37,317 personnel claims
- Payment of 1,286 international staff through local payroll
- Payment of 3,363 national staff through local payroll
- Payment of 8,319 uniformed personnel through local payroll
- Payment of 598 United Nations Volunteers through local payroll
- Payment of 1,800 individual contractors located in Entebbe through local payroll
- Payment of 1,260 vendors

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 5.8 Effective and efficient human resources services to clients | 5.8.1 Timely filling of vacancies from Field Central Review Board rosters (2011/12: not applicable; 2012/13: 98 per cent within 90 days; 2013/14: 98 per cent within 90 days) |
| | 5.8.2 Reduction in the time required to approve staff entitlements and benefits (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 14 days) |
| | 5.8.3 Reduction in the time required for the processing of travel entitlements (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 14 days) |
| | 5.8.4 Reduction in the time required for the processing of assignment grants (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 5 days) |
| | 5.8.5 Contract extensions completed on time for payroll (2011/12: not applicable; 2012/13: not applicable; 2013/14: 100 per cent) |
| | 5.8.6 Reduction in the time required for the settlement of final pay for separating staff (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 30 days) |
| | 5.8.7 Reduction in the time required for the issuance of tickets for official travel (2011/12: not applicable; 2012/13: not applicable; 2013/14: 98 per cent within 7 days) |

5.8.8 Increase in the number of tickets issued 15 days prior to departure (2011/12: not applicable; 2012/13: not applicable; 2013/14: 75 per cent)

5.8.9 Increased customer satisfaction rate with respect to human resources services (2011/12: not applicable; 2012/13: 70 per cent; 2013/14: 90 per cent)

*Outputs*

- Issuance of 424 offers for international positions
- Extension of 4,485 contracts for national and international staff
- Processing of 245 assignment grants
- Approval of 14,951 entitlements and benefits
- Issuance of 8,061 airline tickets, including for civilian staff and uniformed personnel

Table 7
**Human resources: Regional Service Centre in Entebbe**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff[a]* | *United Nations Volunteers* | ***Total*** |
| **Regional Service Centre Team** | | | | | | | | | |
| Deployed posts 2012/13 | – | 1 | – | – | – | **1** | – | – | **1** |
| Proposed posts 2013/14 | – | 1 | – | – | – | **1** | – | – | **1** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Education grant** | | | | | | | | | |
| Deployed posts 2012/13 | – | – | – | – | 2 | **2** | 1 | – | **3** |
| Proposed posts 2013/14 | – | – | – | – | 2 | **2** | 1 | – | **3** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Regional Training and Conference Centre** | | | | | | | | | |
| Deployed posts 2012/13 | – | – | – | – | 1 | **1** | 2 | – | **3** |
| Proposed posts 2013/14 | – | – | – | – | 1 | **1** | 2 | – | **3** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Transportation and Movements Integrated Control Centre** | | | | | | | | | |
| Deployed posts 2012/13 | – | – | 3 | – | 1 | **4** | – | – | **4** |
| Proposed posts 2013/14 | – | – | 3 | – | 1 | **4** | – | – | **4** |
| **Net change** | – | – | – | – | – | – | – | – | – |

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Finance Section** | | | | | | | | | |
| Deployed 2012/13 | – | – | 2 | – | 10 | **12** | 1 | – | **13** |
| Proposed 2013/14 | – | – | 3 | 3 | 12 | **18** | 23 | – | **41** |
| **Net change** | – | – | **1** | **3** | **2** | **6** | **22** | – | **28** |
| **Human Resources Section** | | | | | | | | | |
| Deployed posts 2012/13 | – | – | – | 3 | 17 | **20** | 6 | – | **26** |
| Proposed posts 2013/14 | – | – | 2 | 4 | 24 | **30** | 19 | – | **49** |
| **Net change** | – | – | **2** | **1** | **7** | **10** | **13** | – | **23** |
| **Communications and Information Technology Services** | | | | | | | | | |
| Deployed posts 2012/13 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2013/14 | – | – | – | – | – | – | 4 | – | **4** |
| **Net change** | – | – | – | – | – | – | **4** | – | **4** |
| **Logistics** | | | | | | | | | |
| Deployed posts 2012/13 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2013/14 | – | – | 1 | – | – | **1** | – | – | **1** |
| **Net change** | – | – | **1** | – | – | **1** | – | – | **1** |
| **Total** | | | | | | | | | |
| Deployed 2012/13 | – | 1 | 5 | 3 | 31 | **40** | 10 | – | **50** |
| Proposed 2013/14 | – | 1 | 9 | 7 | 40 | **57** | 49 | – | **106** |
| **Net change** | – | – | **4** | **4** | **9** | **17** | **39** | – | **56** |

[a] Includes National Professional Officers and national General Service staff.

*International staff: net increase of 17 posts (1 P-5, 3 P-4, 4 P-3 and 9 Field Service)*

*National staff: net increase of 39 posts (national General Service)*

121. An additional 56 posts (1 P-5, 3 P-4, 4 P-3, 9 Field Service and 39 national General Service) are proposed for redeployment/reassignment from UNAMID to the Regional Service Centre in Entebbe.

122. Accordingly, it is proposed that 28 posts, comprising 4 posts of Finance Officer (1 P-4 and 3 P-3) and 24 posts of Finance Assistant (2 Field Service and 22 national General Service), be redeployed from the Finance Section. In addition, to lead the Human Resources Section, it is proposed that the post of Chief, Communications (P-5), be reassigned from Communications and Information Technology Services as Chief, Human Resources Officer. It is also proposed that 22 posts, comprising 2 posts of Human Resources Officer (1 P-4 and 1 P-3) and 20 posts of Human Resources Assistant (7 Field Service and 13 national General

Service), be redeployed from the Human Resources Section. Furthermore, it is proposed that one post of Logistics Officer (P-4) from the former Joint Logistics Operations Centre (the proposed Mission Support Centre) and four posts of Telecommunications Assistant (national General Service) from Communications and Information Technology Services be redeployed to the Regional Service Centre in Entebbe.

# II. Financial resources

## A. Overall

(Thousands of United States dollars; budget year is 1 July to 30 June)

| | *Expenditure (2012/13)* | *Apportionment (2012/13)* | *Cost estimates (2013/14)* | *Variance* | |
|---|---|---|---|---|---|
| | | | | *Amount* | *Percentage* |
| *Category* | *(1)* | *(2)* | *(3)* | *(4)=(3)-(2)* | *(5)=(4)÷(2)* |
| **Military and police personnel** | | | | | |
| Military observers | 12 050.4 | 10 122.6 | 10 301.9 | 179.3 | 1.8 |
| Military contingents | 490 971.0 | 464 307.4 | 404 573.0 | (59 734.4) | (12.9) |
| United Nations police | 161 280.8 | 131 640.1 | 123 836.3 | (7 803.8) | (5.9) |
| Formed police units | 63 199.9 | 66 778.8 | 63 565.8 | (3 213.0) | (4.8) |
| **Subtotal** | **727 502.1** | **672 848.9** | **602 277.0** | **(70 571.9)** | **(10.5)** |
| **Civilian personnel** | | | | | |
| International staff | 216 711.5 | 207 789.8 | 207 176.0 | (613.8) | (0.3) |
| National staff | 74 178.9 | 75 028.5 | 60 923.4 | (14 105.1) | (18.8) |
| United Nations Volunteers | 22 091.6 | 26 190.6 | 21 974.6 | (4 216.0) | (16.1) |
| General temporary assistance | 4 032.9 | 5 092.3 | 4 367.3 | (725.0) | (14.2) |
| **Subtotal** | **317 014.9** | **314 101.2** | **294 441.3** | **(19 659.9)** | **(6.3)** |
| **Operational costs** | | | | | |
| Government-provided personnel | 257.1 | 212.7 | 306.5 | 93.8 | 44.1 |
| Civilian electoral observers | – | – | – | – | – |
| Consultants | 468.8 | 190.9 | 59.1 | (131.8) | (69.0) |
| Official travel | 6 973.3 | 5 812.1 | 5 028.5 | (783.6) | (13.5) |
| Facilities and infrastructure | 168 772.5 | 135 435.2 | 130 191.3 | (5 243.9) | (3.9) |
| Ground transportation | 30 620.7 | 16 133.6 | 14 987.8 | (1 145.8) | (7.1) |
| Air transportation | 228 390.1 | 193 424.7 | 202 110.8 | 8 686.1 | 4.5 |
| Naval transportation | – | – | – | – | – |
| Communications | 39 911.4 | 35 587.1 | 35 842.6 | 255.5 | 0.7 |
| Information technology | 24 750.2 | 10 925.5 | 13 697.4 | 2 771.9 | 25.4 |
| Medical | 19 652.5 | 17 880.7 | 16 134.7 | (1 746.0) | (9.8) |
| Special equipment | 6 987.6 | 5 614.5 | 4 850.8 | (763.7) | (13.6) |
| Other supplies, services and equipment | 42 829.8 | 38 406.9 | 32 887.3 | (5 519.6) | (14.4) |
| Quick-impact projects | 1 709.1 | 2 000.0 | 2 000.0 | – | – |
| **Subtotal** | **571 323.1** | **461 623.9** | **458 096.8** | **(3 527.1)** | **(0.8)** |
| **Gross requirements** | **1 615 840.1** | **1 448 574.0** | **1 354 815.1** | **(93 758.9)** | **(6.5)** |
| Staff assessment income | 29 221.4 | 25 253.7 | 23 670.4 | (1 583.3) | (6.3) |
| **Net requirements** | **1 586 618.7** | **1 423 320.3** | **1 331 144.7** | **(92 175.6)** | **(6.5)** |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – |
| **Total requirements** | **1 615 840.1** | **1 448 574.0** | **1 354 815.1** | **(93 758.9)** | **(6.5)** |

## B. Non-budgeted contributions

123. The estimated value of non-budgeted contributions for the period from 1 July 2013 to 30 June 2014 is as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Status-of-forces agreement[a] | 1 353.2 |
| Voluntary contributions in kind (non-budgeted) | – |
| **Total** | **1 353.2** |

[a] Estimated value of land parcels in Northern, Southern, Western, Central and Eastern Darfur States, which are provided by the Government of the Sudan free of charge.

## C. Efficiency gains

124. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following efficiency initiatives:

| *Category* | *Amount (Thousands of United States dollars)* | *Initiative* |
|---|---|---|
| Air transportation | 24 639.1 | Reduction of 1 IL-76 fixed-wing and 1 Mi-8MTV helicopter as a result of the reconfiguration of the existing aviation fleet, taking into account the composition of assets deployed in the Transportation and Movements Integrated Control Centre and neighbouring missions |
| Travel on emplacement, rotation and repatriation | 5 117.8 | Rotation of military contingents and formed police units deployed by neighbouring countries (Burkina Faso, Djibouti, Egypt, Jordan, Nigeria and Togo) using United Nations assets ($7,015,100) under Transportation and Movements Integrated Control Centre arrangements rather than by chartered commercial flights ($12,132,900) |
| Construction services | 1 120.5 | Reduction of $228,200 for the conduct of 50 hydrogeological surveys at 25 locations using in-house capabilities, at a rate of $1,670 per location, compared with an outsourcing cost of $10,800 per location |
| | | Reduction of $387,000 for the drilling of 15 boreholes using UNAMID-owned drilling rigs, at a rate of $64,200 per borehole, including consumable materials, labour and submersible pump, compared with a unit cost of $90,000 if otherwise outsourced |

| *Category* | *Amount (Thousands of United States dollars)* | *Initiative* |
|---|---|---|
| | | Reduction of $505,300 for the introduction of a coagulation process at 20 wastewater treatment plants to clarify effluent from the plants, to replace 40 membranes, which cost $13,000 each. Cost savings related to the membranes will be offset by additional requirements for the use of aluminium sulphate (coagulant), estimated at $8,723.50, and the acquisition of plastic tanks, at a total cost of $6,000 for 20 plants |
| Utilities: water | 5 303.1 | Reduction of $5,239,600 in water consumption related to the installation and operation of 220 wastewater treatment plants, producing 1.8 million litres of recycled water annually, which would otherwise be outsourced at the rate of $0.0029 per litre, to meet demand |
| | | Reduction of $63,500 in water consumption owing to the installation of 2,000 high-efficiency toilet-flushing systems mission-wide as part of a water-saving strategy |
| Petrol, oil and lubricants | 2 909.5 | Reduction of $1,270,300 in fuel consumption related to the installation and operation of 40 solar-powered submersible borehole pumps to replace fossil-fuel-powered pumps. This will result in a reduction in fuel consumption of 22,683.6 litres per year per pump, representing a reduction of $31,757 per replaced diesel-powered pump, using a fuel price of $1.40 per litre |
| | | Reduction of $1,639,200 in fuel consumption related to the installation of 400 solar water heaters in ablutions to replace electric water heaters. The reduction in diesel fuel consumption for generators will be 1,237,289 litres per year, with an estimated savings of $1.40 per litre. Savings will be offset by installation costs of $92,976 |
| **Total** | **39 090.0** | |

## D. Vacancy factors

125. As described in the section above on planning assumptions, the Operation will continue to withdraw its personnel during the period from 1 July 2013 to 30 June 2014. The following phased deployment schedule has been used for the proposed budget:

(Number of personnel)

| Category | Approved 2012/13[a] | Planned 2013/14 | | | |
|---|---|---|---|---|---|
| | | July 2013 | September 2013 | December 2013 | Average |
| **Military and police personnel** | | | | | |
| Military observers | 260 | 260 | 260 | 260 | 260 |
| Military contingent | 19 295 | 15 800 | 15 940 | 15 940 | 15 917 |
| United Nations police | 3 772 | 2 679 | 2 533 | 2 310 | 2 403 |
| Formed police units | 2 660 | 2 380 | 2 380 | 2 380 | 2 380 |
| **Civilian personnel** | | | | | |
| International staff | 1 264 | 1 240 | 1 240 | 1 240 | 1 240 |
| National staff | | | | | |
| National Professional Officers | 185 | 207 | 207 | 207 | 207 |
| National General Service staff | 3 176 | 2 808 | 2 808 | 2 808 | 2 808 |
| United Nations Volunteers | 616 | 520 | 520 | 520 | 520 |
| Temporary positions[b] | | | | | |
| International staff | 22 | 22 | 22 | 22 | 22 |
| National staff | 15 | 4 | 4 | 4 | 4 |
| Government-provided personnel | 6 | 6 | 6 | 6 | 6 |

[a] Represents highest level of authorized strength.
[b] Funded under general temporary assistance.

126. In addition, the cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following vacancy factors:

(Percentage)

| Category | Actual 2011/12 | Budgeted 2012/13 | Projected 2013/14 |
|---|---|---|---|
| **Military and police personnel** | | | |
| Military observers | 17.3 | 25 | 22 |
| Military contingents | 7.9 | 8 | 2 |
| United Nations police | 22.3 | 25 | 5 |
| Formed police units | 16.1 | 16 | 5 |
| **Civilian personnel** | | | |
| International staff[a] | 13.3 | 15 | 16 |
| National staff | | | |
| National Professional Officers | 27.6 | 30 | 30 |
| National General Service staff[a] | 12.9 | 13 | 13 |
| United Nations Volunteers | 22.2 | 20 | 27 |

| *Category* | *Actual 2011/12* | *Budgeted 2012/13* | *Projected 2013/14* |
|---|---|---|---|
| Temporary positions[b] | | | |
| International staff | 27.3 | 20 | 27 |
| National staff | 20.0 | 25 | 17 |
| Government-provided personnel | 66.7 | 30 | 15 |

[a] Rates reflect personnel in UNAMID, excluding the 106 civilian personnel transferred to the Regional Service Centre in Entebbe, with respect to whom a 5 per cent delayed recruitment factor is applied for international staff and a 15 per cent delayed recruitment factor is applied for national staff.

[b] Funded under general temporary assistance.

127. The proposed vacancy factors are based on the Operation's experience to date and take into account its challenges in relation to the generation and deployment to Darfur of military and police personnel and the recruitment of suitable civilian staff. Due consideration has been given to historical levels of incumbency, current vacancy rates and difficulties in recruiting staff in the light of the delays in the issuance of visas. In addition, for military and police personnel, the projected delayed deployment factors have been reduced to take into account the planned phased drawdown of personnel pursuant to Security Council resolution 2063 (2012). It should also be noted that for military and police personnel, the delayed deployment factors are applied to the phased deployment schedule rather than to the full authorized strength. For National Professional Officers, while the vacancy rate as at January 2013 was 21.6 per cent, the projected vacancy rate has been maintained at 30 per cent to take into account the proposed conversion of 19 United Nations Volunteer positions to National Professional Officer posts.

## E. Contingent-owned equipment: major equipment and self-sustainment

128. Requirements for the period from 1 July 2013 to 30 June 2014 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $150,594,500, as follows:

(Thousands of United States dollars)

| *Category* | *Estimated amount* |
|---|---|
| **Major equipment** | |
| Military contingents | 69 677.8 |
| Formed police units | 14 902.1 |
| **Subtotal** | **84 579.9** |
| **Self-sustainment** | |
| Facilities and infrastructure | 32 606.3 |
| Communications | 14 227.9 |

| *Category* | *Estimated amount* |
|---|---|
| Medical | 14 329.6 |
| Special equipment | 4 850.8 |
| **Subtotal** | **66 014.6** |
| **Total** | **150 594.5** |

| *Mission factors* | *Percentage* | *Effective date* | *Last review date* |
|---|---|---|---|
| **A. Applicable to mission area** | | | |
| Extreme environmental condition factor | 2.6 | 1 January 2008 | – |
| Intensified operational condition factor | 3.8 | 1 January 2008 | – |
| Hostile action/forced abandonment factor | 3.3 | 1 January 2008 | – |
| **B. Applicable to home country** | | | |
| Incremental transportation factor | 0-3.0 | | |

## F. Training

129. The estimated resource requirements for training for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated amount* |
|---|---|
| Consultants | |
| Training consultants | 59.1 |
| Official travel | |
| Official travel, training | 1 900.7 |
| Other supplies, services and equipment | |
| Training fees, supplies and services | 1 321.7 |
| **Total** | **3 281.5** |

130. The number of participants planned for the period from 1 July 2013 to 30 June 2014, compared with previous periods, is as follows:

(Number of participants)

| | *International staff* | | | *National staff* | | | *Military and police personnel* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *Actual 2011/12* | *Planned 2012/13* | *Proposed 2013/14* | *Actual 2011/12* | *Planned 2012/13* | *Proposed 2013/14* | *Actual 2011/12* | *Planned 2012/13* | *Proposed 2013/14* |
| Internal | 444 | 747 | 929 | 410 | 375 | 720 | 28 | 85 | 221 |
| External[a] | 284 | 384 | 328 | 51 | 133 | 101 | 33 | 42 | 22 |
| **Total** | **728** | **1 131** | **1 257** | **461** | **508** | **821** | **61** | **127** | **243** |

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

131. The planned training programme for the 2013/14 period, geared towards the continuous upgrading of the leadership, management and organizational development skills and the strengthening of the substantive and technical capacity of the Operation's personnel, will involve 2,321 participants, comprising 1,257 international, 821 national and 243 military and police personnel. The areas of training will include aviation safety and operations, information and communications technology, administration, the rule of law, the peace process, the protection of civilians, human rights, humanitarian issues, disarmament, demobilization and reintegration, security, medical services, procurement, property management, transport, engineering, and financial management and budget preparation. The training of various categories of staff will enhance services, improve technical and professional skills and ensure better support for the various components of the Operation.

## G. Disarmament, demobilization and reintegration

132. The estimated resource requirements for disarmament, demobilization and reintegration for the period 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Other supplies, services and equipment | |
| Other services | 2 000.0 |
| **Total** | **2 000.0** |

133. The estimate of $2,000,000 proposed under "other services" includes the provision of labour-intensive income-generating projects for at-risk youth to support reductions in banditry and crime in communities, including camps for internally displaced persons. On the basis of a second-generation disarmament, demobilization and reintegration approach, it is expected that during the 2013/14 financial period an estimated 6,000 ex-combatants and youth will participate in community-based labour-intensive projects. Such projects are aimed at addressing community security through the provision of short-term work and training opportunities as well as through public information activities to promote peaceful community relations.

134. The Operation's role in the provision of disarmament, demobilization and reinsertion support for the demobilization of ex-combatants is reflected in the following outputs under expected accomplishment 2.2 of the results-based-budgeting frameworks:

- Organization of 12 meetings with the Sudan Disarmament, Demobilization and Reintegration Commission and relevant authorities, in collaboration with the United Nations country team, to provide policy and operational advice on the implementation of a disarmament, demobilization and reintegration plan, as well as complementary measures for Darfur, including the implementation of community-based labour-intensive projects in support of violence reduction
- Coordination of reinsertion activities, including community-based labour-intensive projects, for 6,000 ex-combatants and community members, to contribute to community security through the provision of short-term work opportunities

- Public information events and messages for 6,000 ex-combatants and community members, promoting peaceful community relations and delivered in conjunction with labour-intensive projects.

## H. Mine detection and mine-clearing services

135. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Other supplies, services and equipment | |
| Mine detection and mine-clearance services | 9 515.0 |
| **Total** | **9 515.0** |

136. The provision for mine detection and mine-clearing services encompasses funding for temporary international and national positions at an estimated cost of $3,496,000; contracts for route assessment and explosive-ordnance disposal at an estimated cost of $3,452,000; risk education, data-gathering and coordination, as well as capacity-building with the National Mine Action Centre, at an estimated cost of $798,000; travel at an estimated cost of $279,400; and other operating costs, including for the acquisition of equipment, fuel, insurance, the maintenance of vehicles and communications, administrative costs and supplies, estimated at $784,800. The provision also includes the management and service support fee of an implementing partner at the rate of $704,800.

137. The Operation's role in mine detection and mine-clearing activities is reflected in the following outputs, included under expected accomplishments 2.1 and 4.1 of the results-based-budgeting frameworks:

- Provision of mine action services comprising general explosive hazard assessment of 297 villages in Darfur, covering 390 $km^2$; route surveys along 2,000 km of roads and routes suspected of contamination as a result of ongoing armed conflict; the demolition of 600 unexploded ordnance items and 800 pieces of small arms ammunition in order to eliminate explosive threats and encourage freedom of movement for the Darfuri civilian population; the delivery, in coordination with UNICEF, of unexploded ordnance risk education and training to 70,000 Darfuri civilians living in communities affected by explosive remnants of war; 50 sessions of explosive remnants of war/unexploded ordnance awareness training during the Safe and Secure Approaches in Field Environments training; explosive remnants of war recognition training for 800 beneficiaries; and improved access to data concerning victims of explosive remnants of war through the harmonization of data among victim assistance stakeholders in Darfur
- Training and provision of equipment for two local implementing partners on gathering data regarding the disabilities of victims of explosive remnants of war.

## I. Quick-impact projects

138. The estimated resource requirements for quick-impact projects for the period from 1 July 2013 to 30 June 2014, compared with previous periods, are as follows:

(Thousands of United States dollars)

| *Period* | *Amount* | *Number of projects* |
|---|---|---|
| 1 July 2011 to 30 June 2012 (actual) | 1 709.1 | 114 |
| 1 July 2012 to 30 June 2013 (approved) | 2 000.0 | 80 |
| 1 July 2013 to 30 June 2014 (proposed) | 2 000.0 | 80 |

139. In compliance with the request made by the General Assembly in its resolution 61/276 (para. 6 of sect. XVIII), UNAMID conducted a detailed needs assessment, as a result of which it determined that the continuation of quick-impact projects to address the population's needs to the extent possible remains relevant to the implementation of the Operation's mandate, with tangible benefits for the people of Darfur. Quick-impact projects are still required in order to facilitate the stakeholders' pursuit of an inclusive peace process and the creation of conditions conducive to a peaceful resolution to the conflict in Darfur.

140. Since the inception of quick-impact projects, UNAMID has gained the trust and confidence of its national counterparts and beneficiaries, thus attracting a higher level of demand for such projects that far exceeds the amount of available resources. The projects have been positively received and continue to deepen ongoing dialogue with the population and key actors in the peace process. Continuous improvement in the security situation, coupled with the continued availability of resources, should allow UNAMID to use these projects as a bridge to foster community dialogue, reconciliation and peaceful coexistence. There continues to be a need to demonstrate in tangible terms the Operation's commitment to the Darfuri early recovery process by way of improved access to rural and remote areas, the strengthening of rule-of-law institutions and local governance, the reconciliation of civil society and the creation of short-term employment opportunities in vulnerable communities. Quick-impact projects will continue to serve as a way to assist in sustaining and consolidating the Mission's relationship with the local population. They will facilitate the creation of the enabling environment needed to build confidence with internally displaced persons and the population at large. Quick-impact projects will also strengthen partnership with civil society and non-governmental organizations and bring about tangible benefits for a population that expects to see immediate gains.

141. The Operation's role in quick-impact project activities is reflected in the following outputs, included under expected accomplishments 2.1, 3.2, 3.3 and 4.1 of the results-based-budgeting frameworks:

- Implementation of 50 quick-impact projects in support of the rehabilitation efforts of communities
- Organization of 15 seminars for local organizations to improve their capacity to implement quick-impact projects

- Implementation of 12 quick-impact projects to rehabilitate the prison and judicial infrastructure, including through the provision of office equipment and furniture
- Implementation of 8 quick-impact projects to promote human rights within the formal educational and judicial systems
- Implementation of 10 quick-impact projects in support of post-conflict early recovery in the areas of water, health and educational facilities; increased participation of women in post-conflict recovery and development activities and their socioeconomic empowerment; and the construction of HIV/AIDS counselling and testing centres.

## J. Regional Service Centre in Entebbe: financial resources

(Thousands of United States dollars; budget year is 1 July to 30 June)

| | *Apportionment (2012/13)* | *Cost estimates (2013/14)* | *Variance* | |
|---|---|---|---|---|
| | | | *Amount* | *Percentage* |
| *Category* | *(1)* | *(2)* | *(3)=(2)-(1)* | *(4)=(3)÷(1)* |
| **Civilian personnel** | | | | |
| International staff | 5 664.2 | 8 428.7 | 2 764.5 | 48.8 |
| National staff | 155.3 | 688.5 | 533.2 | 343.3 |
| United Nations Volunteers | – | – | – | – |
| General temporary assistance | – | – | – | – |
| **Subtotal** | **5 819.5** | **9 117.2** | **3 297.7** | **56.7** |
| **Operational costs** | | | | |
| Consultants | 83.8 | 130.6 | 46.8 | 55.8 |
| Official travel | 74.1 | 73.8 | (0.3) | (0.4) |
| Facilities and infrastructure | 2 741.5 | 2 610.9 | (130.6) | (4.8) |
| Ground transportation | 47.1 | 59.3 | 12.2 | 25.9 |
| Air transportation | – | – | – | – |
| Communications | 236.5 | 443.0 | 206.5 | 87.3 |
| Information technology | 635.4 | 470.5 | (164.9) | (26.0) |
| Medical | 27.4 | 30.2 | 2.8 | 10.2 |
| Special equipment | – | – | – | – |
| Other supplies, services and equipment | 38.0 | 44.0 | 6.0 | 15.8 |
| **Subtotal** | **3 883.8** | **3 862.3** | **(21.5)** | **(0.6)** |
| **Gross requirements** | **9 703.3** | **12 979.5** | **3 276.2** | **33.8** |
| Staff assessment income | 520.6 | 906.5 | 385.9 | 74.1 |
| **Net requirements** | **9 182.7** | **12 073.0** | **2 890.3** | **31.5** |
| Voluntary contributions in kind (budgeted) | – | – | – | – |
| **Total requirements** | **9 703.3** | **12 979.5** | **3 276.2** | **33.8** |

# III. Analysis of variances[1]

142. The standard terms applied with respect to the analysis of resources variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

| | *Variance* | |
|---|---|---|
| **Military observers** | $179.3 | 1.8% |

- **Management: additional inputs and outputs**

143. The variance is attributable primarily to the application of a lower vacancy rate of 22 per cent to the cost estimates, based on the latest deployment information, compared with the vacancy rate of 25 per cent applied with respect to the 2012/13 financial period. The additional requirements are offset in part by a decrease in the average airfare costs for rotation travel from $3,200 per person round trip in the 2012/13 budget period to $2,100 per person round trip in the 2013/14 period, based on the historical pattern of the Operation, with a high proportion of military observers deploying from neighbouring countries.

| | *Variance* | |
|---|---|---|
| **Military contingents** | ($59 734.4) | (12.9%) |

- **Mandate: drawdown of military contingent personnel**

144. The main factor contributing to the variance is the reconfiguration of uniformed personnel carried out pursuant to Security Council resolution 2063 (2012) and resulting in a reduction in the authorized strength of military contingent personnel from 19,295 in the 2012/13 financial period to 15,940 in 2013/14, as indicated in the section above on planning assumptions. Accordingly, the cost estimates reflect reduced requirements for freight and related charges associated with the deployment of contingent-owned equipment, the majority of which is expected to have been repatriated by May 2013. In addition, the variance is attributable to the planned utilization of United Nations air assets for the rotation of contingents from neighbouring countries, as opposed to chartered commercial flights, as well as to the provision made in the 2012/13 financial period for a supplemental payment to troop-contributing Governments pursuant to General Assembly resolution 66/264.

| | *Variance* | |
|---|---|---|
| **United Nations police** | ($7 803.8) | (5.9%) |

- **Management: reduced inputs and outputs**

145. The variance is attributable primarily to lower requirements for mission subsistence allowance and travel costs, owing to the planned phased reduction to 2,310 United Nations police personnel by December 2013 from the strength of

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

3,772 police personnel during the 2012/13 period, as indicated in the section above on planning assumptions, and a decrease in the average airfare cost for rotation travel from $3,700 per person round trip in the 2012/13 budget period to $2,100 per person round trip in the 2013/14 period, based on the Operation's experience, with a high proportion of police officers arriving from neighbouring countries.

146. Given the historical expenditure trend, the cost estimate for mission subsistence allowance is based on the assumption that an average of 20 per cent of United Nations police officers, compared with the 60 per cent budgeted for in 2012/13, will be provided with shared accommodation free of charge and, in this respect, will receive a reduced mission subsistence allowance rate of $158 per person for the first 30 days and $119 per person thereafter.

| | *Variance* | |
|---|---|---|
| **Formed police units** | ($3 213.0) | (4.8%) |

- **Mandate: drawdown of formed police personnel**

147. The variance is attributable primarily to: (a) lower estimated reimbursements for major contingent-owned equipment, owing to the planned phased drawdown of formed police personnel pursuant to Security Council resolution 2063 (2012), from 19 formed police units to 17 of up to 140 personnel each, as indicated in the section above on planning assumptions; and (b) the provision made in the 2012/13 financial period for a supplemental payment to formed-police-contributing Governments pursuant to General Assembly resolution 66/264.

| | *Variance* | |
|---|---|---|
| **International staff** | ($613.8) | (0.3%) |

- **Management: reduced inputs and outputs**

148. The main factor contributing to the variance is a reduction in the staffing establishment of the Operation with respect to international personnel from the 1,264 personnel approved for 2012/13 to the proposed 1,240 for the 2013/14 period, as well as revised net salary (including post adjustment) and staff assessment rates. The reduced resources for salaries are offset in part by the provision made for danger pay at a rate of $1,600 per month per person for an 11-month period pursuant to General Assembly resolution 66/235 A, compared with the provision made for hazardous duty station allowance at $1,365 per month per person for a 9-month period at the standard rate of $1,300 per person-month, taking into account not only the effect of annual leave but also the six-week cycle of occupational recuperation breaks applicable to Darfur.

149. The estimates reflect the provision made for the 57 international staff posts (1 D-1, 2 P-5, 7 P-4, 7 P-3 and 40 Field Service) for the Regional Service Centre in Entebbe.

| | *Variance* | |
|---|---|---|
| **National staff** | ($14 105.1) | (18.8%) |

- **Management: reduced inputs and outputs**

150. The decrease in overall requirements is attributable mainly to the proposed reduction in the national staffing establishment of the Operation by 346 posts, from 3,361 (including 185 National Professional Officer posts) in 2012/13 to 3,015 (including 207 National Professional Officer posts) in the 2013/14 period. This reflects the abolishment of 397 national General Service staff posts, offset by the conversion of 40 United Nations Volunteer positions to national staff posts (19 National Professional Officer and 21 national General Service) and the conversion to posts of 11 general temporary assistance positions (3 National Professional Officer and 8 national General Service) from the Conduct and Discipline Team. The variance is also attributable to the estimated lower local currency exchange rate with the United States dollar during the 2013/14 period (5.666 Sudanese pounds to the United States dollar, compared with the rate of 2.88 provided for in the 2012/13 budget). Estimated requirements are based on the revised salary scales for National Professional Officers and national General Service staff effective 1 March 2012.

151. The estimates reflect the provision made for the 49 national General Service posts for the Regional Service Centre in Entebbe.

| | *Variance* | |
|---|---|---|
| **United Nations Volunteers** | ($4 216.0) | (16.1%) |

- **Management: reduced inputs and outputs**

152. The main factor contributing to the variance is a decrease in the United Nations Volunteer staffing establishment of the Operation by 96 positions, from the 616 approved for the 2012/13 period to 520 proposed positions for the 2013/14 period. This reflects the proposed conversion to national staff posts of 40 United Nations Volunteer positions and the abolishment of 56 United Nations Volunteer positions. The estimated requirements also reflect a higher vacancy rate of 27 per cent, based on the latest deployment information, compared with 20 per cent for the 2012/13 period.

| | *Variance* | |
|---|---|---|
| **General temporary assistance** | ($725.0) | (14.2%) |

- **Management: reduced inputs, same outputs**

153. The main factor contributing to the variance under this heading is the proposed conversion to posts of the 14 temporary positions (3 P-3, 3 National Professional Officer and 8 national General Service) in the Conduct and Discipline Team, offset by the establishment of 3 temporary positions (1 P-4, 1 P-3 and 1 Field Service) in the Finance Section.

| | *Variance* | |
|---|---|---|
| **Government-provided personnel** | $93.8 | 44.1% |

- **Management: increased inputs and outputs**

154. The variance reflects mainly requirements related to the application of a lower delayed deployment factor of 15 per cent to the estimation of costs, based on the latest deployment information, whereas the budget for 2012/13 was based on an overall factor of 30 per cent. The increased requirements are offset in part by a decrease in average airfare costs for rotation travel from $3,200 per person round trip in the 2012/13 budget period to $2,552 per person round trip in the 2013/14 period, based on the historical pattern of the Operation.

| | *Variance* | |
|---|---|---|
| **Consultants** | ($131.8) | (69.0%) |

- **Management: reduced inputs, same outputs**

155. The variance is attributable primarily to the non-provision of non-training consultancy services owing to the management decision to rely on in-house resources/capabilities.

| | *Variance* | |
|---|---|---|
| **Official travel** | ($783.6) | (13.5%) |

- **Management: reduced inputs and outputs**

156. The variance is attributable primarily to reduced requirements for official travel outside the mission area, with fewer trips planned for political consultations with the parties to the conflict and civil society groups in support of the implementation of the political peace process, limited to the most essential officials, as well as to reduced redeployment visits and related administrative functions, including the rotation of military and police personnel.

| | *Variance* | |
|---|---|---|
| **Facilities and infrastructure** | ($5 243.9) | (3.9%) |

- **Management: reduced inputs and outputs**

157. The variance is attributable primarily to reduced requirements with respect to: (a) construction services, owing to the near-completion of the multi-year projects and the Operation's strategy of engaging in-house resources and military enablers; and (b) reimbursements to troop- and police-contributing Governments for contingent-owned self-sustainment equipment, owing to the planned phased drawdown of military and police personnel pursuant to Security Council resolution 2063 (2012). The descriptions of construction projects estimated to cost more than $1 million in the budget period are provided in the section above on planning assumptions.

158. The overall reduced requirements are offset in part by increased requirements for generator fuel owing to continued reliance on high-capacity generators for power generation.

| | *Variance* | |
|---|---|---|
| **Ground transportation** | ($1 145.8) | (7.1%) |

- **Management: reduced inputs and outputs**

159. The main factor contributing to the variance is a reduction in the vehicle fleet of the Operation by 1,659, comprising 764 light vehicles, 8 trucks and 887 contingent-owned vehicles, resulting in reduced requirements for spare parts, liability insurance and petrol, oil and lubricants. The variance is also attributable to reduced local monthly insurance premiums for insurance coverage, owing to a lower local currency exchange rate with the United States dollar during the 2013/14 period.

| | *Variance* | |
|---|---|---|
| **Air transportation** | $8 686.1 | 4.5% |

- **Management: increased inputs and outputs**

160. The main factor contributing to the variance is higher rental and operation costs for the rotary-wing aircraft, owing to increased guaranteed fleet costs to support the five sector headquarters (instead of three) and 32 team sites for routine operations, including the transport of the Operation's personnel and cargo, as well as for specialized tasks such as medical and casualty evacuations, reconnaissance and the extraction and insertion of troops, personnel and equipment. The overall increased requirements are offset in part by reduced requirements for the rental and operation of fixed-wing aircraft and related aviation fuel consumption, owing to a reconfiguration of the existing aviation fleet.

| | *Variance* | |
|---|---|---|
| **Communications** | $255.5 | 0.7% |

- **Management: additional inputs and outputs**

161. The variance is attributable primarily to additional requirements for spare parts to extend the working life of existing equipment, taking into account the harsh, very hot and dusty environment in Darfur and the unstable power supply, causing a high equipment failure rate, which requires the regular repair and replacement of components or boards; and higher requirements for communications services for 50 internationally contracted personnel, compared with the 25 personnel budgeted for in 2012/13, to support the establishment of the Al Da'ein team site and the expansion of the Zalingei team site. The overall increased requirements are offset in part by lower estimated reimbursements for the self-sustainment of troop- and police-contributing Governments, which take into account the planned phased drawdown of military and formed police unit personnel.

| | *Variance* | |
|---|---|---|
| **Information technology** | $2 771.9 | 25.4% |

- **Management: additional inputs and outputs**

162. The variance is attributable to increased requirements for information technology services as a result of provisions for first-, second- and third-level support and the upgrading/updating of software systems and applications at a rate of $320 per computing device, inclusive of the Field Support Suite (Umoja enabler consisting of 18 modules), and centrally provided Office of Information and Communications Technology support services at a rate of $75 per computing device. In addition, provision is made for an additional 25 internationally contracted personnel to support the establishment of the Al Da'ein team site and the expansion of the Zalingei team site.

| | *Variance* | |
|---|---|---|
| **Medical** | ($1 746.0) | (9.8%) |

- **Mandate: drawdown of military and police contingent personnel**

163. The variance is attributable primarily to reduced requirements for the reimbursement of troop- and police-contributing Governments for contingent-owned self-sustainment equipment, owing to the planned phased drawdown of military and police personnel pursuant to Security Council resolution 2063 (2012).

| | *Variance* | |
|---|---|---|
| **Special equipment** | ($763.7) | (13.6%) |

- **Mandate: drawdown of military and police contingent personnel**

164. The variance results from lower estimated reimbursement for the self-sustainment of troop- and police-contributing Governments, which takes into account the planned phased drawdown of military and formed-police-unit personnel pursuant to Security Council resolution 2063 (2012).

| | *Variance* | |
|---|---|---|
| **Other supplies, services and equipment** | ($5 519.6) | (14.4%) |

- **Management: reduced inputs and outputs**

165. The variance is attributable primarily to reduced requirements for: (a) the demobilization, reinsertion and reintegration of members of armed elements, owing to the non-provision of related services such as medical screening, profiling and counselling, training and transitional safety allowance, as the demobilization, reinsertion and reintegration programme is not yet operational, and provision is made only for labour-intensive income-generating projects for at-risk youth; and (b) bank charges, owing to the projected reduction in the number of bank transactions based on the experience of the Operation.

# IV. Actions to be taken by the General Assembly

166. **The actions to be taken by the General Assembly in connection with the financing of the Operation are:**

(a) **Appropriation of the amount of $1,354,815,100 for the maintenance of the Operation for the 12-month period from 1 July 2013 to 30 June 2014;**

(b) **Assessment of the amount of $112,901,258 for the period from 1 to 31 July 2013;**

(c) **Assessment of the amount of $1,241,913,842 for the period from 1 August 2013 to 30 June 2014 at a monthly rate of $112,901,258, should the Security Council decide to continue the mandate of the Operation.**

# V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 66/264 and 66/279 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

## A. General Assembly

Cross-cutting issues

(Resolution 66/264)

| *Decision/request* | *Action taken to implement decision/request* |
|---|---|
| Notes some recent improvements in the vacancy and turnover rates for civilian staff, while recognizing scope for improvement, and therefore requests the Secretary-General to ensure that vacant posts are filled expeditiously (para. 21) | UNAMID has taken significant steps to fill vacancies expeditiously, including the use of succession planning measures and a roster-based selection system. This has significantly reduced the recruitment lead time and contributed to lower vacancy rates. However, significant delays in the issuance of visas to selected candidates have had a negative impact on the recruitment process |
| Underlines the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for each peacekeeping mission, with particular attention to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, in particular when there is a significant change in mandate or authorized force levels, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission mandate and that it reflects staffing best practices across missions (para. 23) | UNAMID is undergoing a comprehensive civilian staff review to establish a right-sized configuration of its organizational structure and reporting lines. The review is aimed at capitalizing on opportunities to enhance national capacity-building and to promote a flexible structure to meet the requirements of the future dynamics of the Operation (see sects. I.B and I.E of the present report) |
| Welcomes improvements regarding, inter alia, the physical verification of non-expendable property, stresses the importance of strengthening the full cycle of supply chain management within peacekeeping operations, and in this regard, reiterates its request to the Secretary-General to strengthen internal controls in the management of such assets to ensure adequate safeguards to prevent waste and financial loss to the Organization (para. 30) | The asset control measures put in place by the Operation contributed to notable improvements in asset management. Specifically, UNAMID carried out the physical verification of 99 per cent of its assets, compared with 95 per cent in the previous year. Furthermore, despite challenges posed by warehousing, UNAMID has reconciled 93 per cent of its stock records against transfers and acquisitions, compared with 83 per cent in the previous year. UNAMID will endeavour to improve its internal controls in asset management vis-à-vis the higher standards required for IPSAS implementation |

| *Decision/request* | *Action taken to implement decision/request* |
|---|---|
| Requests the Secretary-General to ensure the application of liberty usage guidelines for all mission vehicles and to report thereon in his next overview report on the financing of the United Nations peacekeeping operations (para. 31) | UNAMID implemented these guidelines effective 25 January 2012 |

Financing of the African Union-United Nations Hybrid Operation in Darfur

(Resolution 66/279)

| *Decision/request* | *Action taken to implement decision/request* |
|---|---|
| Requests the Secretary-General to ensure that all planned construction projects are completed on schedule and that Headquarters provides effective oversight of the major construction projects (para. 9) | Every effort is made to ensure that planned construction projects are completed on schedule and in close collaboration with Headquarters |
| Notes the low implementation rate of quick-impact projects, and requests the Secretary-General to ensure improvement in their rate of implementation (para. 10) | UNAMID is taking all possible measures to increase the pace of the delivery of quick-impact projects. In December 2011, to improve the implementation process, UNAMID restructured the governance and management of such projects. In addition, a series of workshops targeting implementing partners, substantive sections and military and police personnel were conducted in four Darfur States (Northern, Southern, Western and Central Darfur). A total of 207 local organizations and implementing partners, as well as 195 UNAMID focal points, were trained in the implementation, monitoring, financial management and reporting of projects |
| Notes with concern the continuing issue of civilian personnel vacancy rates and the challenges faced by the Operation in attracting and retaining qualified personnel, with their concurrent negative impact on the implementation of the mandate of the Operation, and acknowledges, in this regard, paragraph 30 of the report of the Advisory Committee on Administrative and Budgetary Questions, in which the Advisory Committee requested the Secretary-General to intensify his efforts to address the root causes of the vacancy situation at the Operation (paras. 11 and 12) | UNAMID has taken measures to attract and retain qualified personnel, including through a roster-based selection system. In addition, the Operation has made notable achievements in the improvement of living conditions for its personnel, which in turn has had a positive effect on the retention of personnel. However, the considerable delays in the issuance of visas continue to impede the timely filling of vacancies. As at January 2013, there were 1,637 UNAMID visa applications (198 of which were for civilian personnel, comprising 94 international staff members and 104 international United Nations Volunteers) pending approval by the host authorities |
| Requests the Secretary-General to take steps to ensure that all personnel adhere fully to the security procedures in place (para. 13) | The Operation continues to ensure that all newly arrived personnel attend compulsory predeployment security training to increase their level of awareness of the security environment, as well as to provide regular updates on the security situation in the mission area. The Operation has also ensured that personnel have complied with curfew |

| *Decision/request* | *Action taken to implement decision/request* |
|---|---|
| | timing, enforced by military and police personnel. Furthermore, UNAMID has ensured that its facilities and accommodations have complied with the recommended minimum security operating standards, and personnel have been provided with trained residential security guards 24 hours per day, seven days per week. Additionally, joint regular patrols have been conducted with Government of the Sudan police to ensure safety |
| Requests the Secretary-General to ensure that future budget submissions contain sufficient information, explanation and justification of the proposed resource requirements relating to operational costs in order to allow Member States to make well-informed decisions (para. 17) | Every effort is made to ensure that the UNAMID budget submission contains sufficient information, explanation and justification with regard to resource requirements |
| Requests the Secretary-General to ensure that all procurement projects for the Organization are in full compliance with relevant resolutions (para. 19) | Implemented. All procurement procedures are followed in accordance with the Procurement Manual |

## B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/66/718)

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| To facilitate an assessment of the impact of efficiency measures on budget implementation, the Advisory Committee is of the view that, where applicable, in the context of the analysis of variances, budget performance reports should include details of savings resulting from the implementation of efficiency measures (para. 19) | Detailed information is provided in the performance report for 2011/12 (A/67/601). UNAMID will ensure that future performance reports contain sufficient analysis |
| The Advisory Committee is of the view that, in the preparation of the budget performance reports for the 2011/12 period, a distinction must be made between any savings which derive from the implementation of efficiency measures and underexpenditures resulting from other factors (para. 23) | UNAMID strove to implement the recommendation within the 2011/12 performance report (A/67/601) and will ensure that future performance reports contain sufficient analysis |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| The Advisory Committee welcomes efforts to identify cross-cutting targets for resource reductions and to critically examine proposals for capital expenditures by field missions, and notes the assurance given that the particular circumstances pertaining to each peacekeeping operation were taken into account during budget preparation. The Committee considers, however, that the budget proposals should have provided more information on how those measures are going to be applied by each mission, including, where appropriate, any mitigating measures planned to ensure that there would be no impact on mandate implementation (para. 33) | UNAMID recognizes the significant interdependence between resource allocation and mandate implementation, and welcomes the request by the Committee. Among the cross-cutting issues that have led to resource reductions has been the global field support strategy, including in particular the Regional Service Centre in Entebbe. In addition, the Operation has made efforts to reduce equipment requiring fuel, particularly vehicles, and to improve supply lines and warehouse management, and has continued the coordination of aircraft requirements between missions supported by the Transportation and Movements Integrated Control Centre. The Operation has placed emphasis on the prioritization of resources without compromising the fulfillment of its mandate |
| The Advisory Committee cautions against equating the deferral of capital expenditures with the implementation of sustainable efficiency measures that are based on changes in business processes which enable the more cost-efficient delivery of mandates. The Advisory Committee expects that careful planning will be undertaken to ensure that any restoration of delayed capital expenditures during the 2012/13 period does not create a significant additional financial burden on Member States in subsequent financial periods (para. 34) | The proposed 2012/13 budget was based on careful planning, and among its aims was the implementation of sustainable efficiency measures. Vigilance will be exercised during the 2012/13 period and subsequent financial periods to avoid creating any financial burden as a result of delayed significant capital expenditure |
| The Advisory Committee is of the view that the delayed deployment factors and vacancy rates to be applied should be based on fully justified budgetary assumptions that take into account both historical data and foreseeable factors. In this regard, clear justification should be provided in budget documents for the rates used, particularly when these differ from the actual rates at the time of budget preparation (para. 36) | This recommendation has been implemented. The delayed deployment and recruitment factors used in the 2013/14 budget take into account all relevant factors, including the actual average vacancy rates for each category of personnel in the most recently completed performance period, the actual average vacancy rate for each category of personnel in the currently ongoing budget period, and other relevant mission-specific information provided by the Department of Field Support in relation to the generation and deployment of uniformed personnel and the recruitment of civilian staff that would affect vacancy rates, as reflected in the planned deployment schedules of military and civilian personnel |
| The Advisory Committee considers that the human resources management reforms approved by the General Assembly in recent years and the availability of pre-cleared candidates on the roster should result in a demonstrable and sustained reduction in actual vacancy rates for civilian staff throughout peacekeeping operations. The Committee is therefore of the view that this issue should be kept under review in the context of future budget submissions (para. 38) | UNAMID continues to select candidates from the Field Central Review Board roster to fill its vacancies, which has significantly reduced the recruitment lead time and contributed to lower vacancy rates |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| The Advisory Committee is of the view that, in order to provide clarity regarding the basis for the resource requirements being proposed, particularly when missions are deploying or expanding, the information provided to the General Assembly in the context of proposed budgets should include details of the phased deployment schedules of troops and police and their impact on resource requirements (para. 39) | Every effort is made to ensure that the UNAMID budget submission contains sufficient analysis (see sects. I.B and III of the present report) |
| The Advisory Committee reiterates its position that the continuing requirement for long-vacant posts should be reviewed on an ongoing basis and, in particular, before requests for new posts are made to the General Assembly (see A/65/743, para. 43, and A/66/7, para. 92). It is not clear to the Committee that such reviews are being systematically undertaken by each peacekeeping operation. In this regard, it is recalled that in the context of the proposed programme budget, the General Assembly, in its resolution 66/246, endorsed the recommendation of the Advisory Committee that the continuing need for posts that have been vacant for two years or longer should be rejustified together with an explanation for the vacancy (see A/66/7, paras. 92 and 93). The Committee recommends that a similar requirement apply to posts in peacekeeping operations and that information on posts that have been vacant for two years or longer should be included in mission budget proposals, along with specific justification for any that are proposed for retention (para. 54) | UNAMID consistently reviews posts that have been vacant for more than two years, which resulted in the abolishment or nationalization of 254 international posts in 2011/12. In addition, a comprehensive staffing review is being undertaken, and the results of its first phase are provided in sections I.B and I.E of the present report |
| The Advisory Committee remains concerned at the proportion of peacekeeping training resources that are for training-related travel. The Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/65/743, para. 135) (para. 74) | UNAMID has taken significant steps to control its training-related travel expenditure, including through the implementation of train-the-trainer programmes, the delivery of training through in-house expertise, the enhancement of e-learning opportunities and participation in courses under the "no-cost official travel" scheme |
| The Committee recommends that in future reports on benefits and cost savings, further effort be made to gather and provide reliable supporting information to enable the cause and effect relationships between actions taken and any reported benefits or savings being reported to be clearly demonstrated. The Committee notes that reporting on the evaluation of the impact of efficiency measures on mandate and service delivery remains deficient at this stage (para. 86) | UNAMID will ensure that its reports contain sufficient analysis. Information for the 2013/14 period is provided in sections I.B and II.C of the present report |

United Nations A/67/807

General Assembly

Distr.: General
21 March 2013

Original: English

**Sixty-seventh session**
Agenda item 18 (b)
**Macroeconomic policy questions: international financial system and development**

## Letter dated 20 March 2013 from the Permanent Representative of Singapore to the United Nations addressed to the Secretary-General

On behalf of the informal Global Governance Group (3G), comprising the following States Members of the United Nations: Bahamas, Bahrain, Barbados, Botswana, Brunei Darussalam, Chile, Costa Rica, Finland, Guatemala, Jamaica, Kuwait, Liechtenstein, Luxembourg, Malaysia, Monaco, Montenegro, New Zealand, Panama, Peru, Philippines, Qatar, Rwanda, San Marino, Senegal, Singapore, Slovenia, Switzerland, United Arab Emirates, Uruguay and Viet Nam, I have the honour to transmit herewith the inputs of the Group to the high-level thematic debate of the General Assembly on the United Nations and global economic governance, to be held on 15 April 2013 (see annex).

I would be grateful if you would have the present letter and its annex circulated as a document of the General Assembly, under agenda item 18 (b).

(*Signed*) Albert **Chua**
Ambassador
Permanent Representative

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## Annex to the letter dated 20 March 2013 from the Permanent Representative of Singapore to the United Nations addressed to the Secretary-General

## Global Governance Group (3G) inputs to the high-level thematic debate of the General Assembly on the United Nations and global economic governance

1. The Global Governance Group (3G)[a] extends its thanks to Vuk Jeremić, President of the sixty-seventh session of the General Assembly, for convening the high-level thematic debate of the Assembly on the United Nations and global economic governance. This is an important and timely initiative which deserves the full attention of all Member States.

### Role of the United Nations in global economic governance

2. The United Nations is the only global body with universal participation and unquestioned legitimacy. The Global Governance Group agrees that Member States, international institutions and informal groupings have contributed to deliberations on global economic governance. The Global Governance Group reaffirms the central role of the United Nations in global governance and is of the view that informal groupings like the Group of Twenty (G20) should continue to respect the mandates of the United Nations and its organizations, and refrain from conducting global standard-setting exercises best placed within the framework of a formal organization with universal membership such as the United Nations. Furthermore, the G20 process and its actions and decisions should complement and strengthen the United Nations. The Presidency of the Russian Federation of G20 has noted that "the G20 can play a supportive role to the work of the United Nations".[b]

3. The Global Governance Group also emphasizes the importance of involving all relevant stakeholders and strengthening cooperative links between them, and notes that G20 has a strong relationship with some international institutions. We believe that the strengthening of the relationship between the United Nations and G20 is key to enhancing global economic governance.

4. It is important that G20 engage with the United Nations and its Member States through more institutionalized, predictable and regular channels. Non-G20 members can contribute constructively to global economic governance, for example, through the United Nations system. As pointed out in the concept note for the President of the General Assembly on the high-level thematic debate, the Assembly can be an important venue for interaction between G20 and the rest of the world. However, the relationship between the United Nations and G20 should be not only about maintaining a dialogue. G20 should go beyond consultations with non-G20 members and groupings such as the Global Governance Group and find ways to incorporate their inputs into G20 outcomes.

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[a] Comprising the following States Members of the United Nations: Bahamas, Bahrain, Barbados, Botswana, Brunei Darussalam, Chile, Costa Rica, Finland, Guatemala, Jamaica, Kuwait, Liechtenstein, Luxembourg, Malaysia, Monaco, Montenegro, New Zealand, Panama, Peru, Philippines, Qatar, Rwanda, San Marino, Senegal, Singapore, Slovenia, Switzerland, United Arab Emirates, Uruguay and Viet Nam.

[b] "Outreach strategy of the Russian G20 Presidency". Available from: www.g20.org/docs/g20_russia/outreach_strategy.html.

**Trends in global economic governance**

5. The concept note of the President of the General Assembly also highlights the fact that one such informal grouping, G20, has become prominent in recent years. The Global Governance Group recognizes that the G20 process and the swift, decisive actions that it brought about helped to avert a global economic depression in 2009. Informal groupings like G20 can react more quickly than large, formal organizations which have to accommodate the concerns of all their members.

6. However, the Global Governance Group notes that global economic governance encompasses more than just crisis management. As the world economy recovers and global economic governance transitions from crisis aversion to economic policy coordination, a comprehensive, inclusive and transparent global governance framework is needed. Such a framework cannot be the sole responsibility of any single entity. Although G20 is composed of the largest developed and emerging economies in the world, G20 outcomes must have the support of non-G20 members if those outcomes are to be implemented globally and effectively. At the same time, G20 outcomes should support, and not undermine, the work of international institutions, particularly those of the United Nations system.

**Measures to strengthen global economic governance**

7. In welcoming the 2011 report on global governance of the Prime Minister of the United Kingdom of Great Britain and Northern Ireland, David Cameron, the G20 leaders stated that it would "pursue consistent and effective engagement with non-members".[c] The Global Governance Group welcomes the commitment of G20 to strengthening constructive engagement between G20 and relevant actors. The Global Governance Group notes that certain practices intended to make G20 "much more consistent and effective at engaging non-members, relevant international institutions and other actors in its agenda-setting, sharing information and consulting about its work"[d] have been adopted by consecutive G20 Presidencies. These practices include:

- Extending of an invitation to the Secretary-General of the United Nations to attend the G20 Summit
- Holding of briefings and consultations with the United Nations membership
- Use of "variable geometry" to allow for the participation of non-G20 members in discussions on issues of specific concern
- Inclusion of regional organizations in recent G20 Summits

8. The Russian Federation has stated that a priority of its G20 Presidency in 2013 is "facilitating further implementation of the G20 commitments".[e] The Global Governance Group is of the view that G20 should fully implement the recommendations contained in the Cameron report on global governance which will strengthen and systematize engagement with the United Nations. The Global

[c] See communiqué of the G20 Leaders Summit, held at Cannes, France, on 3 and 4 November 2011, para. 30.

[d] See the report of David Cameron, para. 1.9.

[e] See "Priorities of Russia's G20 Presidency in 2013". Available from www.g20.org/docs/g20_russia/priorities.html.

Governance Group proposes the following measures to further strengthen the framework of engagement between G20 and non-G20 members:

- Given the central role of the United Nations in global governance, the practice of providing G20 Presidency pre- and post-summit briefings to the United Nations membership should be formalized and institutionalized.
- We should go beyond consultations and incorporate non-G20 inputs in G20 deliberations in order that they may be reflected in G20 outcomes. As recommended in the Cameron report, G20 should appoint a senior official to oversee and ensure continuity of G20 engagement with the wider United Nations membership.[f] This senior official could promote consideration by G20 of inputs from the United Nations and give feedback pursuant to that consideration.
- The participation of the Secretary-General and the United Nations Sherpa at G20 Summits and preparatory meetings, respectively, should be formalized. The Secretary-General cannot represent the national positions of all States, but he can convey the concerns of the wider United Nations membership. The Secretary-General should be an active participant in the G20 process and should not have a token role. The Secretary-General could convene open consultations with Member States prior to G20 Summits, in order to collate their views.

9. The Global Governance Group also recognizes that to strengthen the role and leadership of the United Nations in global economic governance, the United Nations system should reform its own internal processes and improve its agenda-setting so as to make it more action-oriented. In this context, the active engagement and regular participation of all relevant actors in the economic field, such as the Bretton Woods institutions and regional financial institutions, as well as informal groupings including G20, would be essential in defining common actions.

**Format of the high-level thematic debate of the General Assembly on the United Nations and global economic governance**

10. The Global Governance Group proposes that one of the afternoon interactive panel discussions during the high-level thematic debate could be focused on the relationship between the United Nations and G20. This would ensure the continuity of current good practices and highlight recommendations in the Cameron report that have not yet been acted on. The Global Governance Group suggests that Mr. Cameron, as the author of the report, or his representative could be invited to participate in the panel.

11. New global challenges have emerged that no single country or group can tackle alone. The development of a comprehensive, inclusive and transparent global governance framework is critical to the successful resolution of global challenges. The Global Governance Group hopes that the high-level thematic debate of the General Assembly on the United Nations and global economic governance will produce new ideas, and looks forward to participating constructively in it.

[f] See Cameron report, box 1.

United Nations A/67/808

General Assembly

Distr.: General
22 March 2013

Original: English

**Sixty-seventh session**
Agenda item 111 (g)
**Appointments to fill vacancies in subsidiary organs and other appointments**

# Confirmation of the appointment of the Administrator of the United Nations Development Programme

## Note by the Secretary-General

1. In paragraph 22 of its resolution 1240 (XIII) B of 14 October 1958 on the establishment of the Special Fund, the General Assembly provided that the Secretary-General, after consulting the Governing Council of the Special Fund, would appoint the Managing Director, subject to confirmation by the Assembly. That procedure has been construed as applying also to the appointment of the Administrator of the United Nations Development Programme (UNDP).

2. By its decision 63/419 of 31 March 2009, the General Assembly confirmed the appointment by the Secretary-General of Helen Clark as Administrator of UNDP for a four-year term of office beginning on 20 April 2009.

3. Following consultations with members of the Executive Board of UNDP, the Secretary-General wishes to request the General Assembly to confirm the appointment of Helen Clark of New Zealand as Administrator of UNDP for a further four-year term of office beginning on 20 April 2013.

13-26862 (E) 250313

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United Nations A/67/809–S/2013/180

General Assembly
Security Council

Distr.: General
25 March 2013
English
Original: Arabic

**General Assembly**
**Sixty-seventh session**
Agenda item 105
**Measures to eliminate international terrorism**

**Security Council**
**Sixty-eighth year**

## Identical letters dated 22 March 2013 from the Permanent Representative of the Syrian Arab Republic to the United Nations addressed to the Secretary-General and the President of the Security Council

On instructions from my Government, I wish to draw your attention to the following:

On the evening of 21 March 2013, a suicide bomber detonated himself while the eminent religious scholar Muhammad Sa'id Ramadan al-Buti was teaching students at the Al-Iman mosque in the Mazra'a quarter of Damascus. Mr. Al-Buti and his grandson were killed and dozens of students were killed or injured. The suicide terrorist chose to detonate himself in the middle of the group, resulting in 49 deaths, 84 injuries and extensive material damage to the mosque.

The act of terrorism, which bears the hallmark of the Al-Qaida organization and its associates, is characteristic of the obscurantist and *takfirist* ideology which those groups seek to propagate through various means in Syria and around the world. They wish to destroy the values of tolerance and moderation on which the Islamic faith is based. The late scholar devoted his life to promoting those values and instilling love, peace and moderation among his students.

The atrocity is the latest of a succession of extremist *takfirist* terrorist crimes that show contempt and disdain for places of worship and other locations that deserve respect, such as schools, hospitals and universities, all of which have been targeted in other attacks.

The Government of the Syrian Arab Republic is determined to move forward in exercising its constitutional role by protecting its people from the terrorism of extremist *takfirist* groups and by cleansing Syria of extremist obscurantist ideology, which contradicts the value of coexistence that has prevailed in Syria throughout its history. The Syrian Government looks once again to the Security Council and demands that it condemn this terrorist atrocity, sending a clear message to the terrorists, and to those who give them political cover and material and logistical



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support, that the international community is determined to combat and prevail over terrorism, irrespective of its justification and wherever and whenever it occurs.

I should be grateful if this letter could be circulated as a document of the General Assembly, under agenda item 105, and of the Security Council.

(*Signed*) Bashar **Ja'afari**
Ambassador
Permanent Representative